

Asian Americans

12 Questions Internal Studies Don't Answer



Inclusion@work



PRISCA

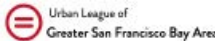


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A. EXECUTIVE SUMMARY

In the last two years, businesses have pledged over \$200 billion in additional funding to improve racial equity.¹ And now with ISO 30415—a new international business standard for diversity and inclusion—and the UN Global Compact (CEOs from 162 countries agreeing to align their companies with the United Nations' Sustainability Goals), industry is rethinking its organizational strategies. Despite growing investments, even companies with consistent commitments to diversity, equity, and inclusion (DEI) and seasoned diversity programs are reflecting on whether their efforts have been worth it.

DESIGNED FOR DEI CHAMPIONS AND EXECUTIVE LEADERSHIP

The target users for this not-for-profit study are human resources leaders, organizational strategists, DEI practitioners, executive leaders, and board directors—those who are champions of inclusion and trying to show the benefits of it in tangible ways. For instance, what is the dollar value of DEI as perceived by American workers? What are the arguments for and against specific inclusion strategies related to long-term budgeting and fiscal decisions? This report provides a solid foundation for executive leadership and organizations looking to undertake DEI initiatives.

¹ Fitzhugh, Earl, JP Julien, Nick Noel, and Shelley Stewart. "It's Time for a New Approach to Racial Equity." McKinsey & Company. McKinsey & Company, December 2, 2020.

FORTUNE

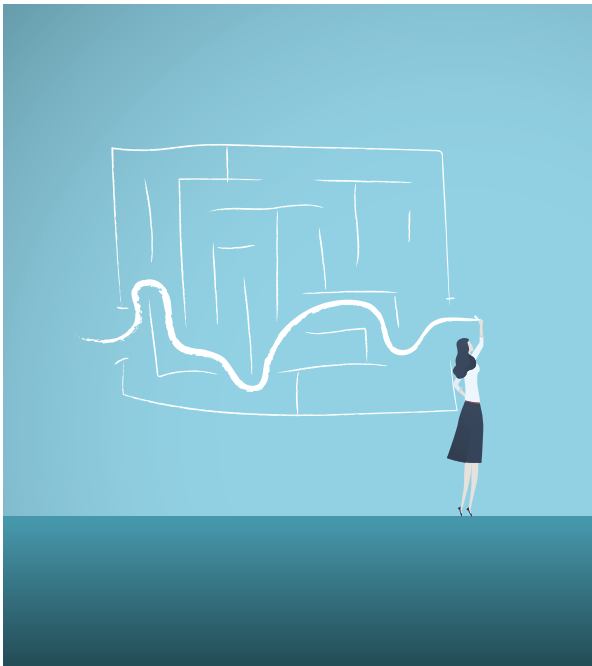
WE NEED REAL METRICS,
NOT HEARTFELT
CONVERSATIONS, TO TACKLE
WORKSPACE DIVERSITY

BY JOAN WILLIAMS

ACTION-BASED, NARRATIVE-BASED, AND SOLUTION-BASED DATA

The Inclusion@Work risk reports set out to help executive leadership find the practical answers to their DEI questions. Unlike previous research in this field that has centered primarily on situational data, these reports employ an approach that focuses on action-based, narrative-based, and solution-based data. To reach these outcomes, a deliberate mix of interdisciplinary practices and paradigms were deployed. This survey mixed the best of business, academia, community, and journalism, not just one or two of these disciplines as is most common:

- **Business.** Focus on the quantifiable and concrete metrics that are actionable by business leaders. Understand the vernacular and culture of business.



- **Academia.** Adhere to the research and academic standards, culture, and terms used in published academic and research studies.
- **Community.** Tap into the hearts and minds that have worked in the various communities this survey hopes to report on. Rely on established experience in each specific social structure.
- **Journalism.** Create reports that form an honest narrative, meet national journalistic standards, are newsworthy, and can pass the headline test when possible.

The Inclusion@Work survey was utilized to produce seven annual reports. They cover a wide range of topics, including racial groups, gender, generations, and regions, presenting a groundbreaking analysis of the tangible value workers of different backgrounds associate with DEI. These findings can serve as benchmarks for business leaders as they develop plans and allocate budgets for the future.

THE TOUGH, “FIRST-PARTY” QUESTIONS EXECUTIVE LEADERS WANT TO ASK

Unlike other DEI studies, this survey focuses on the first-party, raw questions CEOs and other members of executive leadership want to ask but may be discouraged to do because of the resulting fiduciary responsibility the answers cause. They are questions executive leaders want to ask but may not have the culture, board support, or resources to investigate:

- How much DEI risk is in our company right now? What’s the lawsuit potential?
- How much would having a DEI function cost the company? Are we getting the right ROI qualitatively and quantitatively?
- What is the value employees put on DEI? How much does DEI help mitigate legal & reputational risk or retention?
- What are the risks if we do or do not consider quotas systematically?
- What are the trade-offs for perception vs. action or internal vs. external perceptions?
- Is our company ready to move from Employee Resource Groups (ERGs) to Business Resource Groups (BRGs), pivoting to DEI as a business strategy from merely a matter of education and culture? Is our chief human resources officer the person to lead DEI?
- Where does our company compare to competitors: laggard, fast follower, or leader?

Because this survey was conducted by a third party, executive leaders are able to gain access to the answers without asking the questions directly. The topics chosen and the question frameworks have been composed to be practical and action-based. As a result, using many of the outcomes of this study, an operational team

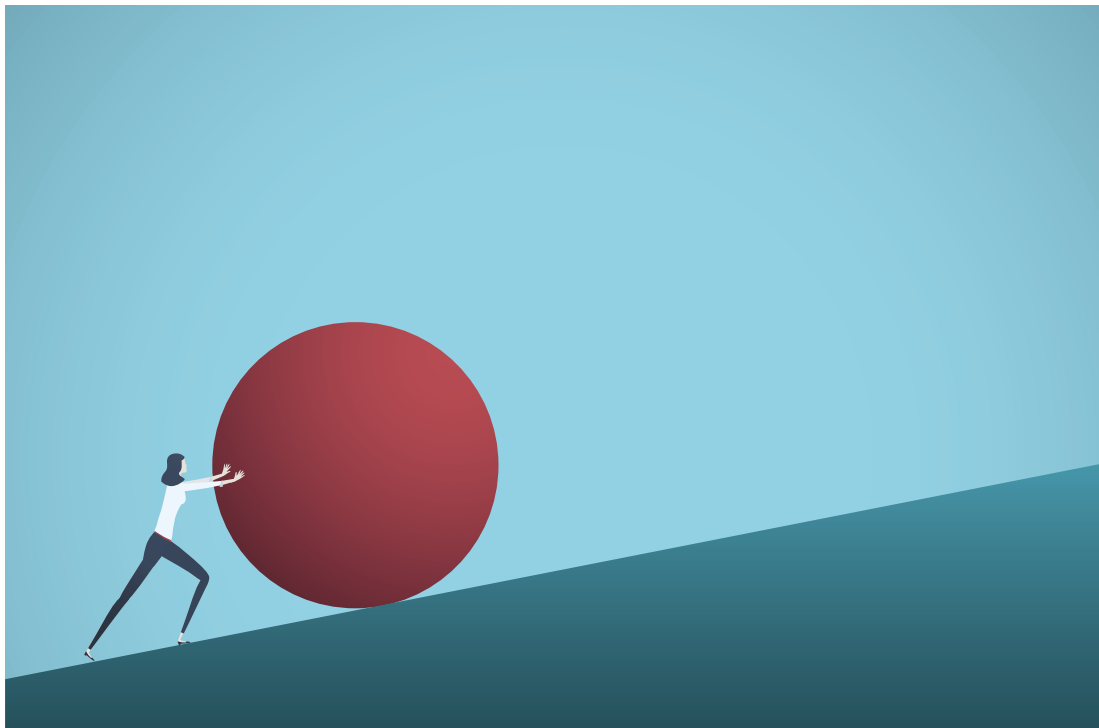
could move forward with fact-based processes to improve inclusion.

AAPI@WORK

This particular annual report focuses on AAPI (Asian American and Pacific Islanders) at work and is inclusive of AANHPI communities (Asian American and Native Hawaiian/Pacific Islander). The survey for this research and subsequent analysis was conducted over the period of March 25-31, 2022. It included a total sample of 1,255 adults aged 18 years and above, including 220 AAPI workers living in the United States who identified themselves as "Asians/Pacific Islanders" (see Addendum 1). Participants of these surveys were selected from more than two million people on panels

cultivated and managed by pollsters Prisca, AAPI Data, Momentive, and their partners.

This survey was sponsored and commissioned by professional associations, companies, and NGOs interested in obtaining data on the practical outcomes of inclusion and business programs focused on women and workers of color. The breadth of representation will expand in subsequent survey years to include other diverse and under-researched groups. The 2023 sponsors include title sponsor Prisca, lead sponsor APCO Worldwide and Ascend, and associate sponsors SHRM, MMCA, MCCA, Urban League of Greater San Francisco Bay Area, and PowerToFly.



HIGHLIGHTS: 12 QUESTIONS AND ANSWERS ON INCLUSION

These are 12 questions and answers the Asian American Executive Leadership Risk Report found. See more details in Section B.

Question 1 Do AAPIs Feel Like the "Model" at Work?

The "Model Minority" stereotype of Asian American and Pacific Islander (AAPI) workers as hardworking and easy to manage leads them to be perceived as similar to White workers. The Inclusion@Work survey reveals AAPI workers disagree – they are likelier than other group to say their race or ethnicity makes it harder to achieve career goals.

1 IN 2



AAPI workers in small companies say their race or ethnicity makes it harder to achieve career goals

Question 2 What Is the ROI on Inclusion Programs?

This report found inclusion investments for AAPI workers result in tangible outcomes relevant to business operations and economics. AAPIs widely agree DEI is important to a company's success. At companies with DEI, ERG, or BRG programs, compared to those without, AAPIs are twice as comfortable with speaking about race at work and 1.5X likelier to say there is trust and respect between workers from different backgrounds.

When there are DEI/BRG/ERG programs

1.5X
MORE

AAPIs say there is trust and respect between employees from different backgrounds

Question 3
How Often Do AAPI Employees Consider a Lawsuit?

Employee lawsuits represent severe financial and reputational risk. This discovery shows the extremes many employees are willing to take. AAPIs considered lawsuits at rates higher than all other workers of color. Nearly one-third said they have thought and/or talked about filing a lawsuit against their current or former employer because of the way they were treated in relation to their identity or background.

1 IN 3



AAPIs have considered a lawsuit because of treatment based on identity or background

Question 4
If My Company Is More “Inclusive,” Does that Improve Retention and Recruiting

Continuing the trend of high returns to DEI, ERG and BRG programs for AAPIs are the high yields when it comes to recruiting and retention. More than 3 in 4 AAPIs say they would work for or stay longer at a company with effective inclusion policies and programs, the most likely of any group. It is estimated that they would stay 34% longer at those companies.

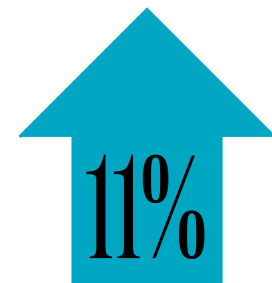
AAPI workers say they would stay

34%

longer at a company with effective inclusion programs and policies

Question 5
How Do Inclusion Programs Improve “Wallet Issues”?

Addressing race and inclusion in terms of revenue and salary provides a practical way of expressing qualitative efforts. To that point, AAPI workers were amongst the most likely (67%) to say improving the racial climate at work is like a pay raise. One potential reason – microaggressions in the office. One third of AAPIs say remote or hybrid work is a key factor in choosing their current job, higher than all other groups.



PAY RAISE

What AAPIs say improving racial climate at work is worth

Question 6
Is There a Larger Gender Gap with AAPI Workers than Other Groups?

AAPI women can face a triple bind at work: gender inequity, “model minority”, and “perpetual foreigner” stereotypes combined. Yet AAPI women are less likely than AAPI men to say they are comfortable talking about race at work, or that leadership addresses diversity in ways meaningful to them. AAPI men face barriers too – nearly half say their race makes it harder to reach career goals, the highest of any male group.

AAPI Men are nearly

2X

likelier than women to take legal action related to their treatment at work

Question 7
Are AAPI Workers Seen Less Positively than Others?

The survey revealed AAPI workers are often perceived as isolated and not engaging in communities other than their own. AAPI workers disagree, most saying they do participate and are “team players.”

Among non-AAPIs

54%

agree AAPIs are team players.

Question 8
Do Racial Issues Hurt Company Revenue?

A majority of AAPI workers say racial issues at work can hurt company revenue. But there are significant differences depending on groupings. For instance, younger or low-income AAPIs are likelier to agree that racial issues at work cut revenue.

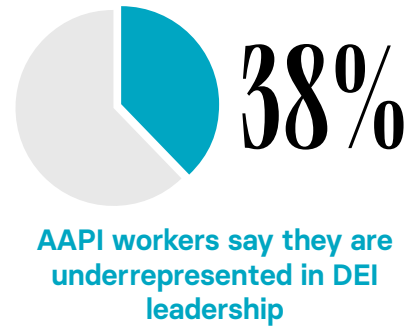
6 IN 10



of AAPI workers say racial issues cut company revenue

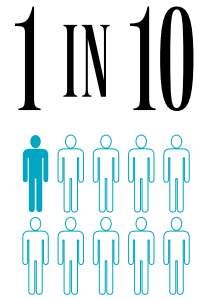
Question 9
Do AAPI Workers Think Inclusion Programs Include Them?

27% of AAPI workers say their companies implemented diversity-related policies. Compare that to just 17% of non-AAPI workers who say the same. Yet significant numbers of AAPI workers say they are underrepresented in DEI leadership and as speakers and trainers.



Question 10
Do AAPI Workers Have Blindspots on Inclusion?

There are noteworthy gaps between how AAPI workers perceive other workers of color compared to other groups. After White workers, they are the least likely to see “race relations” as a most important issue. They are also least likely to see Black workers as “friendly” or as “team players”, or believe Black workers participate in other communities at work.



AAPI workers rank “racial issues” as a most important issue

Question 11
Do Black and AAPI Workers Share Views on Inclusion?

Given reported thematics between community organizations and news coverage about AAPI and Black communities being at odds, the opposite of this existed in the workplace. The values and views of both groups on inclusion were oftentimes similar. AAPI and Black Workers were the most likely to say DEI drives company success and that improving the racial climate at work is like a pay raise.



Question 12
Is There a Generation Gap between AAPI Workers?

Compared to older AAPI workers (≥45 years old), younger AAPI workers (<45 years old) appear to worry more about racial issues at work, perceiving their own race as more of an obstacle to their career, and saying they are underrepresented in DEI leadership. On the flip side, older AAPI workers are more likely to believe that DEI initiatives are a distraction from the company's real work, and to disagree that racial issues cost their companies.

Percentage of AAPI Workers Who Say Racial Issues Cut Company Revenue

61%

Younger (≤44)

48%

Older (≥45)

HIGHLIGHTS: 11 ACTION-BASED STRATEGIES

The above 12 Questions led to the question of what can be done to further the benefits or mitigate the negatives. The following list of 11 Actionable Steps are suggestions based on study findings and summarized by consulted pollster members and Advisory Panelists (see Addendum 2):

- | | |
|---|--|
| <ol style="list-style-type: none"> 1. Do Not Reinforce that AAPI Workers Are "Model" 2. Address Legal Risk Head-On through Clear, Strong Policies 3. Consider B2C / B2B Value When Investing in Internal AAPI Worker Competency 4. Use Inclusive Language as a Business Habit 5. Go Deeper in Hiring Practices to Understand Candidates' Inclusion Acumen 6. Disaggregate AAPI Workers – They're Not All the Same | <ol style="list-style-type: none"> 7. Consider Business Bystander Intervention Training 8. Invest in Local CBOs and NGOs that Are Meaningful to AAPI Workers 9. Place AAPI Workers, ERGs, and BRGs into Intersectional Spaces 10. Strive for Excellence in Each Inclusion Area: Training, Tactics, Program, and Culture 11. Fund AAPI ERGs Independent of Each Other, Not under an Umbrella |
|---|--|

B. 12 QUESTIONS AND ANSWERS ON INCLUSION

QUESTION 1

DO AAPIS FEEL LIKE THE “MODEL” AT WORK?

A stereotype exists that AAPI workers are the ideal worker of color—the “Model Minority”—hard-working, accepting lower salaries, easy to manage, and other over-simplified stereotypes. On the edge of this stereotype, some believe AAPI workers have so few limitations they are similar to White workers. The Inclusion@Work survey found that, in fact, the opposite exists.

1. AAPIs Feel Challenged, But Others Disagree

In this survey, 29% of AAPI workers say they are more disadvantaged at work than other groups. Meanwhile, only 10% of White workers see AAPIs as more disadvantaged, with other workers of color seeing AAPIs as more disadvantaged to an even lesser degree (7%).

2. Other Workers of Color Say AAPIs Are as Advantaged as White Workers

Specifically, 5% of Latino/Hispanics, 6% of Indigenous Americans, and 10% of Black workers say Asian Americans have more disadvantages at work than other groups. This is comparable to their opinion about White workers (6% to 10%). In contrast, more than a quarter of Black workers (26%), for instance, see Latinos as disadvantaged, and 18% of Latino/Hispanics see Blacks as disadvantaged.

3. AAPIs Most Often Say Their Race Makes It Harder at Work

The highest of any group, 34% of AAPI workers say their race or ethnicity makes it harder to achieve career goals. Black (30%), Latino/

Hispanic (35%) and White (17%) workers follow. The size of the company appears to be critical: 48% of AAPI workers in small companies versus 25% of AAPI workers in medium or large companies say their race is relevant.

4. Many AAPI Workers Say No Group Is More Disadvantaged than Another

AAPI workers also most often say that no ethnic group is most disadvantaged (31%) with the second highest group being themselves (29%)—perhaps because they believe all have equal opportunity based on an ideal of self-sufficiency.

5. Despite Feeling Undervalued, and Stereotypes that AAPIs are More Willing to Accept Low Pay, AAPIs Are Not Afraid to Value Themselves

In this survey, 52% of AAPI workers say when deciding to take their current job, the compensation including salary and benefits was an important factor. This number is comparable to what White American workers say (54%) but higher than what Hispanic Americans (38%), Black (34%), or Indigenous (34%) workers say.

QUESTION 2

WHAT IS THE ROI ON INCLUSION PROGRAMS?

When the monthly executive leadership meeting includes evaluation of the inclusion program budget, these are the data points needed at the top of the deck. It answers the question, "If we invest in inclusion programs, what are the tangible outcomes relevant to business operations and economics?" The answer from analysis of crosstabs and regressions by the research team shows returns are high.

1. 71% of AAPI Workers Say DEI is Important to a Company's Success

With only 17% of AAPIs seeing DEI efforts as a distraction from a company's real work, it is clear that this is a broadly held view. By contrast, 29% of non-Asians think DEI is a distraction to the company. The number of AAPI workers who say DEI is important to a company's success skyrockets to 89% within companies that have DEI, ERG, or BRG programs. The view on importance is much higher for AAPI workers below age 60 (74%) compared to those who are older (30%).

2. Effective Diversity Leadership 2X Greater with DEI/ERG/BRG Programs

At workplaces with DEI, ERG or BRG programs, 85% of AAPI workers say that their company and its leadership addresses diversity-related concerns in ways that are meaningful to them. At workplaces without such programs, only 46% do.

When there are DEI/BRG/ERG programs

1.5X MORE

AAPIs say there is trust and respect between employees from different backgrounds

3. 2X as Comfortable Speaking about Race When There Are DEI/ERG/BRG Programs In Place

At companies where DEI, ERG, or BRG programs are available, 58% of AAPI workers feel comfortable speaking about race at work. Where such programs are not available, only 30% of AAPI workers say they do.

4. Trust and Respect between Employees 1.5X Higher

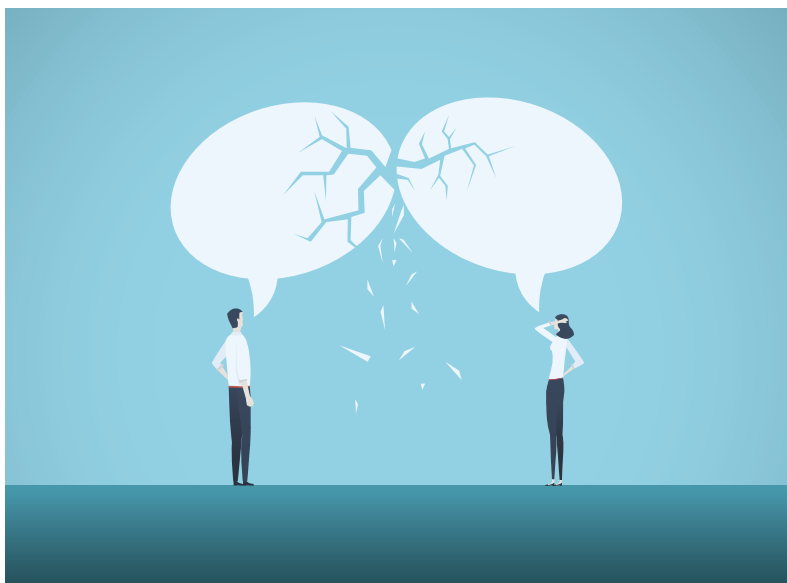
The ratio of AAPI workers who say there is trust and respect between employees from different backgrounds in companies with versus without DEI, ERG, or BRG programs is 83% versus 55%.

5. DEI/ERG/BRG Programs Are Eye Openers for AAPIs

The only exception to the favorable outcomes when these programs are in place was that AAPI workers are more likely (45%) to say their race makes it harder to achieve career goals than those in organizations without DEI, ERG, or BRG programs (22%). With such programs, AAPIs may become more aware of the costs and opportunities to their careers.

QUESTION 3**HOW OFTEN DO AAPI EMPLOYEES CONSIDER A LAWSUIT?**

Employee lawsuits represent financial and reputational risk. This Data shows the extremes many employees are willing to take. AAPIs have considered lawsuits at rates higher than other workers of color. The EEOC estimates the average settlement is \$40,000, with 10% of cases settling for \$1,000,000. The average cost of litigation is \$160,000.²



Almost

1/2

of AAPI men consider a lawsuit because of treatment based on identity or background.

This outpaces AAPI women (26%). Among women, AAPI women are the second most likely to consider filing a lawsuit, behind Indigenous women (44%).

1. Alarming Rate of AAPI Workers Consider Lawsuits

Almost 1 in 3 AAPI workers (32%) say they have thought and/or talked about filing a lawsuit against their current or former employer because of the way they were treated in relation to their identity or background.

2. AAPI Men Are the Most Likely Group To Consider Lawsuits

Among men, AAPI workers are the group most likely to consider filing a lawsuit based on their treatment at work because of their identity or background at an alarming rate of 44%.

3. Lawsuit Likelihood Higher at Lower Salary and in Smaller Companies

Almost half (49%) of low-income AAPI workers (< \$49,999) say they considered a lawsuit based on their treatment at work because of their identity or background, but only 23% of those in higher-income groups have done the same. This income group difference is not observed among Black or Latino/Hispanic workers. A higher proportion of AAPI workers at smaller companies have considered taking legal action (43%) compared to those in larger companies (26%). This difference is not observed for non-AAPI workers.

CASE A

VICKY TSAI: Why the Investor Meetings Didn't Work

Vicky Tsai is a Taiwanese American entrepreneur and CEO of Tatcha, a Tokyo-based skin care company she founded in 2009. She initially was told her products were too 'niche' and 'exotic' to succeed in the U.S. market.

Tsai said, "I realized that despite having a [Harvard Business School] degree, directly relevant experience, a product, business plan, revenue, and press coverage, I could not get a meeting. I began to question, is it me?" She describes being met with seemingly blank stares from mostly male venture capitalists.

When Tsai considered selling her business, she found support from Jean Mou while presenting at an event for women investors to support women-owned businesses. Mou recruited more AAPI women to support Tatcha, and finally in 2013 they reached a turning point in sales when their products were featured on QVC.



Later, Tsai pursued private equity funding in 2017. She was advised to step down as CEO time and time again. She confided later, she was experiencing imposter syndrome and "never felt comfortable or worthy of being called CEO." In the end, Tatcha was sold to Unilever for an estimated \$500 million.

In the beauty industry, AAPI women spend 22% more than the average U.S. beauty shopper. Yet none of the top 20 beauty manufacturers had a woman of color as CEO. And AAPI women hold only 0.4% of directors seats in the Fortune 500.

Before launching her company, Tsai said, "My performance reviews became an annual reminder that no matter where I went, I was not considered leadership material. In the end, Tsai's self doubt led her to step down from her company in 2018, before eventually returning as CEO two years later when Unilever asked her to return. Despite the discrimination and barriers Vicky Tsai faced, she has become one of the most successful entrepreneurs and brand builders in the beauty industry in recent decades, one that stands up for women like herself and her daughter.

Source: Harvard Business School

QUESTION 4

IF MY COMPANY IS MORE INCLUSIVE, DOES THAT IMPROVE RETENTION AND RECRUITING?

Recruiting and retention dominates the work of executive leaders, human resources, and organizational strategy managers. The survey found inclusive business environments have high yields in this space. At companies with DEI, ERG, and/or BRG programs, 93% of AAPIs say they would work or stay longer. This seems to indicate a high return on investment for these programs, particularly related to recruiting and retention.

4 IN 5

AAPI workers would stay longer at their job if there are effective company inclusion policies in place.

1. Most Likely Group To Stay Longer at Companies With Inclusion Policies

AAPIs (78%) are the most likely to say they would work for or stay longer at a company with effective inclusion policies and programs, compared to 64% of non-AAPI workers. The estimation is that AAPI workers would stay 34% longer than they would otherwise when a company has effective inclusion programs and policies. AAPIs who work at companies where inclusion programs are already in place are almost unanimous: 93% of them say they would stay longer at a company with effective inclusion policies.

2. Very High Retention when Inclusion Programs Are in Place

At companies with DEI, ERG, or BRG programs, 94% of AAPI workers say they would work for or stay longer at a company that has effective

inclusion policies and programs. At companies without such programs, just 61% of workers say the same.

3. Only 1 in 10 Think Inclusion Does Not Make Any Difference in Retention

Only 11% of AAPI workers state that effective inclusion policies and programs would not make any difference in terms of retention, compared to 25% of other workers of color.

4. AAPI Workers Value Equal Career Advancement Opportunities and DEI

40% of AAPI workers say when they decided to take their current job, equal opportunities for advancement and raises were important. Of note, 55% of AAPI workers in the South say this, as opposed to 38% in the West, 36% in the Midwest and 29% in the Northeast.

5. 3 in 4 AAPI Workers Say Inclusive Language Increases Company's Productivity

73% of AAPI workers say the use of inclusive language by company leaders would increase productivity, a similar proportion to Black workers. This figure is 59% for White and 60% for Latino/Hispanic workers. The opinion among AAPIs with access to DEI/ERG/BRG programs is even more prevalent (90%).

QUESTION 5**HOW DO INCLUSION PROGRAMS IMPROVE “WALLET ISSUES”?**

The ability to talk about race and inclusion at work in terms of revenue and salary provides a practical method of expressing qualitative efforts in quantitative ways. The data related to Question 5 lays that out. AAPI workers were amongst the most likely groups to say improving the racial climate at work is like a pay raise, and also among the most likely to believe racial missteps cost their company revenue. Perhaps one factor behind AAPI's high valuation of improving the racial climate at work is that they may encounter microaggressions in the office. One possible indicator – the percentage of AAPIs in our study saying that remote or hybrid work was a key factor in choosing to take their current job was higher than all other groups.

1. AAPI and Black Workers Most Often Say Improved Racial Climate Is Like a Pay Raise

Approximately two-thirds of Asian Americans (67%) say improving racial climate at work is like a pay increase and estimate this raise to be worth approximately 11% of their salary. Similar to AAPIs, 73% of Black workers say an improvement in racial climate would feel like a pay raise, but at higher levels, at an estimated 18% of salary. To a much lesser degree, White workers (46%) and Latino/Hispanic workers (55%) say the same at salary equivalents of 9% and 14%, respectively.

2. If There Are DEI Programs, Perceived “Inclusion Pay Raise” Is Even Higher

When a company has DEI programs, even more AAPI workers say increasing inclusion at work is worth a pay raise (79%). That is 15 percentage points above non-AAPI workers.

3. Valuing Inclusion Like a Pay Raise Is Less Common Among AAPIs at Larger Companies and with Higher Salaries

AAPI workers at smaller companies (79%)

more often value inclusion like a pay raise compared to their counterparts in larger companies (70%). The same dynamic exists for lower-income AAPI workers (74%) compared to higher-income ones (61%).

4. AAPI Men Most Often Say Racial Issues Cost Company Revenue

62% of AAPI men think racial issues cost the company revenue. They led all groups on this question. Further, they say it costs their companies as much as 10% of revenue.

5. Remote Work a Priority for Many AAPI Workers

Relative to other ethnic groups, AAPI workers are likelier (34%) to say the ability to do hybrid or remote work was important in their decision to take their current job. For other ethnic groups this number ranged between 11% and 24%. Some studies have suggested remote work is valued higher by some workers of color because it removes them from in-person microaggressions.

QUESTION 6

IS THERE A LARGER GENDER GAP WITH AAPI WORKERS THAN OTHER GROUPS?

AAPI men and women have wide gaps when it comes to their views on inclusion in their workplaces and its effects on their careers. AAPI women often face a triple bind at work of gender inequity combined with the “model minority” and “perpetual foreigner” stereotypes. Understandably, this affects their views, and views of them. Similarly for AAPI men, their self-perception is concerning – nearly half say their race makes it harder to achieve career goals. Though the data does not explain clearly why, AAPI workers have the widest gender gap.

1. “Race Relations” Ranks as Highly Important for AAPI Women, But Not AAPI Men

Among eight listed issues, “Race Relations” was seventh in importance for AAPI men. In contrast, AAPI women ranked “Race Relations” third in importance, coming after “Jobs and the Economy” and “Health Care.” Among non-AAPI, “Race Relations” was ranked sixth among both genders.

2. AAPI Women Feel Less Comfortable Talking about Race at Work

AAPI women are less likely (51%) than AAPI men (64%) to feel comfortable speaking about issues of race at work. AAPI women show the lowest prevalence across all female groups. This is also the highest gender gap across all communities of color, which shows an average of 8 percentage-points difference.

3. AAPI Women Are Less Likely to Say Leadership Addresses Diversity Concerns

AAPI Women are less likely (72%) than their male counterparts (87%) to think their company and its leadership is addressing diversity-related concerns in ways that are meaningful to them. This is the largest gender gap of any other

group. Non-AAPI women (58%) and non-AAPI men (52%) on average do not differ as much, and are both notably less satisfied with the way diversity is approached than AAPI workers.

4. Despite Having More Challenges, AAPI Women Are Less Likely to Act

AAPI men (at an alarming rate of 44%) are more likely to take legal action than women (26%), the highest for men among all races. Black workers are the only other racial group with such a substantial gender gap (39% and 15%). AAPI women are the second most likely to file a lawsuit, behind Indigenous women (44%).

5. AAPI Men More Often Feel Their Race Makes It Harder in Their Career

A stunning 46% of AAPI male workers said race or ethnicity make it harder for them to achieve career goals, the highest of any male group. Among AAPI female workers, this figure was 37%.

CASE B

ASHIMA PATEL: Solving the Women of Color Disconnect

In late September 2021, large retail conglomerate Shoppers Market's first ever mid-year DEI report was released. Ashima Patel, Chief Diversity, Equity, and Inclusion officer, was glad to see representation of people of color in management rise from 42% to 53%. But a major gap existed; women of color were only 4% of officers (president or vice president titles). In fact it declined by 8% overall, and by 33% in leadership positions over the last five years.

In 2007, the company appointed its first senior director of diversity. By 2009, they established employee resource groups (ERGs) and community outreach initiatives.

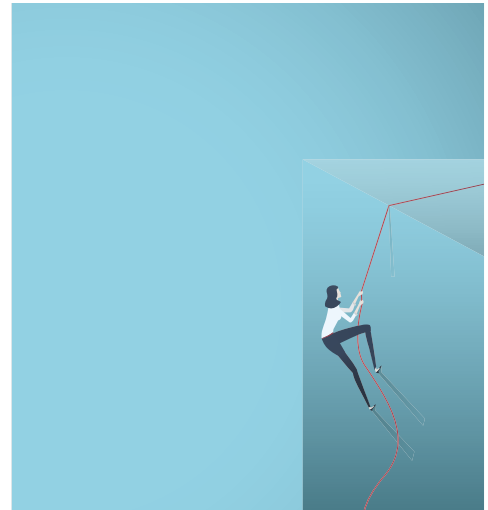
With that success in mind, Patel formed a team to review progress and broaden strategy and objectives, specifically by integrating diversity, equity, and inclusion into company DNA, improve transparency and

accountability around DEI metrics, and leverage firm scale to drive greater equity.

But the pandemic challenged these goals. Women were leaving at higher rates than men for the first time. Despite the company investing in hiring women of color (an increase of 23% in 2021), attrition continued. Patel set up conversations with women of color to get to the root of the issue.

Brandie Rae Alana, VP, felt that as the only woman of color in her department, she was more heavily scrutinized and had to constantly fight against being reduced to negative stereotypes.

Latoya Johnson, strategic manager, reported her manager perceiving her as a threat and becoming hostile as Latoya began receiving recognition. He started undermining her and blocking her access to career-building opportunities.



Patel recognized the pattern a McKinsey study confirmed: there was a disconnect between companies' growing commitment to racial equity and the day-to-day experiences of women of color. Patel had her DEI team develop a three part plan to solve the high turnover rates, increase representation in leadership positions, and drive awareness of the underlying causes of the barriers facing women of color internally. As the CEO put it, "There is no easy fix, and our solution will need to address the root causes rather than just the symptoms."

Source: Michigan Ross School of Business

QUESTION 7

ARE AAPI WORKERS SEEN LESS POSITIVELY THAN OTHERS?

The survey found that AAPI workers are often seen as isolated and non-engaging. Over-simplified stereotypes of AAPIs may contribute to this, including being seen as newer generationally or as non-native English speakers, typical of the “perpetual foreigner” phenomenon associated with AAPIs. This “perpetual foreigner” stereotype may lead to AAPIs being seen as isolated and non-engaging, even when their actions are no different from other workers.

1. AAPIs Perceived as Isolated

Less than half (42%) of non-AAPI workers say AAPI workers participate in communities other than their own. AAPIs themselves are more likely to disagree and say they do participate (54%). The Midwest region shows an even more dramatic pattern, where only 14% of Black and 17% of Latino workers feel AAPIs participate in other communities but 53% of AAPIs themselves do.

2. A Discrepancy on Whether AAPIs Are Team Players or Not

When it comes to being “team players,” AAPIs (67%) view themselves more as team players than other ethnic groups view them (54%). AAPIs show the greatest difference between how they view themselves and how they are viewed by other workers (a difference of 13 percentage points compared to a difference of approximately 6 points in other groups).

3. Even AAPIs See Themselves as Less Assertive at Work

Only 38% of non-AAPI workers say AAPIs tend to be assertive at work. This ratio is much lower compared to non-Black workers’ view of Blacks (49%) and non-White workers’ views of Whites (51%). Non-Latino/Hispanic workers’ views of

42%

of non-AAPIs say AAPIs participate in communities other than their own

Latinos/Hispanics (38%) were equal to AAPIs. Interestingly, AAPIs (38%) share this lower perception of themselves. That is less than how they rate White (53%), Black (45%), and Latino/Hispanic (40%) workers.

4. AAPIs Are Uncomfortable Talking about Race

There is a perception that AAPI workers do not talk about race—with 4 in 10 non-AAPI workers agreeing. By comparison, 31% of non-Blacks say this about Blacks and 36% of non-Latinos/Hispanics say this about Latinos/Hispanics. On self-perception, 25% of AAPI workers say they are not comfortable talking about race at work.

QUESTION 8

DO RACIAL ISSUES HURT COMPANY REVENUE?

Inclusion@work data suggests financial costs when racial issues are not improved. AAPI workers say racial issues at work can cost 8% of their companies' revenue. Close examination of the generational, socioeconomic, and regional differences within the AAPI community reveals significantly different views on how racial issues can affect company revenue.

1. Majority of AAPI Workers Say Racial Issues at Work Cut Revenue

More than half of all AAPI workers (56%) say racial issues at work cut revenue, higher than other groups overall (47%).

2. As Age Increases, Fewer Say Racial Issues at Work Impact Revenue

Younger AAPI workers (<30 years old) are more likely (66%) than older workers (51%) to say racial issues at work impact revenue. It is estimated younger workers assign a cost of 10% of revenue and older workers 8%.

3. As Income Rises, Fewer Say Inclusion Issues at Work Cut Revenue

Low-income AAPI workers are more likely (64%) than higher-income ones (51%) to say racial issues at work result in a cut to revenue. However, low-income AAPI workers attach a lower revenue impact, which is estimated at 7% of revenue versus 9%.



4. Big Differences in Views in West and Midwest

The region with the highest proportion of AAPI workers assigning a revenue cost to inclusion is the West (72% against 50% of non-AAPIs). Second is the Midwest (70%), which also has the highest difference compared to non-AAPIs (43%).

QUESTION 9

DO AAPI WORKERS THINK INCLUSION PROGRAMS INCLUDE THEM?

For this question, perception of access to inclusion programs is an important consideration and can include several dynamics. These include whether respondents were made aware of inclusion programs, whether the programs were tailored to them, and/or whether the programs were communicated to them in context. For instance, responding “no” to having access may not mean there are no programs, but instead may mean workers are not aware of them or that the inclusion programs are not tailored to the respondent. The higher percentage of AAPIs reporting diversity-related policies could be explained by their greater awareness of these policies, and by their eagerness to seek them out.

1. AAPIs Report Diversity-Related Policies More Often Than Others

While only 17% of non-AAPI workers report their companies implemented diversity-related policies, more than a quarter (27%) of AAPIs do.

2. Compared to Other Workers of Color, AAPIs More Often Say DEI, BRG, or ERG Programs Are Accessible

More than half of AAPIs (51%) say their company has DEI, BRG, or ERG programs



38%

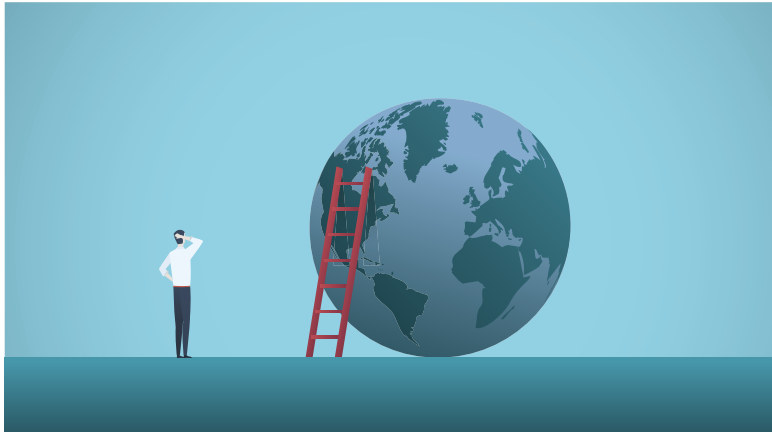
of AAPI workers say they are underrepresented in DEI leadership

versus 34% of non-AAPIs. Other workers of color also say this to a lower degree (36%). An approximate 10 percentage-point difference is observed between AAPI and non-AAPI groups when saying their companies have training or policies on gender or diversity.

3. AAPIs Feel Underrepresented, But Others Don't Necessarily Agree

Despite their seemingly greater access to DEI initiatives, 38% of AAPI workers believe AAPIs are underrepresented in DEI leadership. Only 14% of other workers of color and 19% of White workers feel the same about AAPI representation. Similarly, 37% of AAPI workers believe they are underrepresented as speakers and trainers in their company's DEI programs.

CASE C



PAUL LEE:
The Struggle to Be Unified
When You're So Different

Paul Lee was driven to unite various Asian-American and Pacific Islander civil rights groups toward common goals, and join their voices as one.

Having attended college in the height of backlash against the Vietnam War, Lee fostered a passion to enact social change and became an attorney. In 1984 he became the first president of the Asian Americans Lawyers Association of Massachusetts.

In that job, even deciding on a shared name seemed

to be an obstacle. Lee recalls, "They had built up their organization and their identity as Asian Law Caucus for over 40 years, and it was hard to get them to agree to put their identity aside for a national affiliation."

Then after multiple years of discussion they agreed on Asian Americans Advancing Justice (AAJC). Despite agreement on co-branding their organizations, each opted to maintain their own independent boards and staff, which led to further obstacles in policy agreement.

In 2013, AAJC realized the substantial range of perspectives within their

internal organization. Those in the Asian Law Caucus do a lot of direct service with clients and see the reality of those suffering while waiting for reunification with their families, and they felt AAJC did not fight hard enough for all the policies they hoped for in the immigration reform.

Lee feels that despite AAJC having formed to present AAPIs a unified voice, they still lack the organization and structure necessary to maintain cohesion. He mentions certain internal organizations are, "still thinking of the affiliation on an issue-by-issue basis, as opposed to having a more unified organization where the affiliates work together regularly and generally agree philosophically.

After acknowledging this, AAJC leaders began creating a 'coordinating council' by 2015, and recognize it's a long process to build trust among the leaders and affiliates and to strengthen their voice in creating civil rights for the AAPI community.

Source: Harvard Business School

QUESTION 10**DO AAPI WORKERS HAVE BLINDSPOTS ON INCLUSION?**

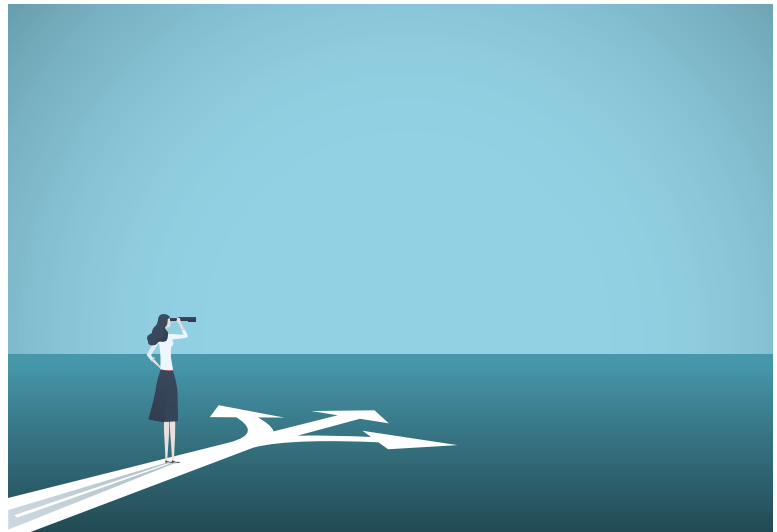
There are noteworthy gaps between how AAPI workers perceive other workers of color in terms of their friendliness at the workplace and how those groups perceive themselves. When these gaps exist, AAPI workers tend to have attitudes closer to White workers and occasionally at more critical levels.

1. Less Likely to See Race Relations as the Most Important Issue

After White workers (4%) AAPIs are the group least likely to see “race relations” as a most important issue (8%). 11% of Black and 12% of Latino/Hispanic workers follow the order. That AAPIs are the least likely of workers of color to see “race relations” as a most important issue is consistent with the report’s finding in Discovery 1: AAPI workers are also the group least likely to say that no racial group is more disadvantaged than another at the workplace.

2. AAPI Workers Least Likely to See Black Workers as Friendly or Team Players

60% of Black workers see themselves as friendly, whereas 47% of AAPI workers say Black workers are friendly. In comparison, 58% of White workers say the same. Similarly, 48% of AAPI workers say Black workers tend to be team players, as opposed to 58% of Black workers themselves and 55% of White workers. The percentage of Latino/Hispanic workers who see Black Workers as friendly is 50%. This is the same percentage as Latino/Hispanic workers who see Black workers as team players.



3. AAPI Workers Least Likely to Say Black Workers Participate in Other Communities at Work

53% of Black workers say they tend to participate in communities other than their own at the workplace. Only 39% of AAPI workers agree with this, comparable to 42% of White workers. Latino/Hispanic workers come at 44%.

4. AAPI and White Workers Share Views on Latino/Hispanic Workers

59% of Latino/Hispanic workers say they tend to participate in communities other than their own at work. Only 48% of AAPI workers say this about Hispanic Americans, similar to what White workers say (46%).

QUESTION 11

DO BLACK AND AAPI WORKERS SHARE VIEWS ON INCLUSION?

Given discussions between community organizations and news coverage about how AAPI and Black communities are at odds, it was interesting to find the opposite of this thematic at work. It seems the values and views AAPI and Black workers have on inclusion are not only similar but also often at similar high rates.

AAPI Workers

2ND MOST LIKELY

group to say DEI initiatives an important factor in driving company success.

1. AAPI Workers See Black Workers' Challenges More Often

AAPIs are the non-Black group most likely to see Blacks as facing disadvantages. AAPIs younger than 45 years old were more likely than those over 45 years old to see Black workers' challenges (30% vs 9%).

2. AAPI and Black Workers Most Likely to Say DEI Drives Company Success

AAPI (71%) and Black (83%) workers are the top two worker groups to say Diversity, Equity, and Inclusion (DEI) initiatives are an important factor in driving company success.

3. In Similar Ways, AAPI and Black Workers Say Race Can Limit Them

A notable portion of AAPI (24%) and Black (32%) workers believe race is relevant to how they are

treated at work. They are the top two groups to say that. In addition, about a third of AAPI (34%) and Black (30%) workers say race makes it harder to achieve their career goals. Latino/Hispanic workers report this at a higher rate (35%).

4. On How Racial Issues Hurt Revenue and Its Value as a Pay Raise, Black and AAPI Workers Are Lockstep

AAPI (67%) and Black (73%) workers are the top two groups to say improving the racial climate at work is like a pay increase. The estimated pay raise value was 7% and 8% of salary, respectively. Similarly, these two groups ranked highest in saying racial issues at work cut into revenue: 62% of Black and 56% of AAPI workers agree with this sentiment. The estimated revenue penalty was 12% and 8%, respectively.

5. AAPI Men and Black Women Share Many Similarities

AAPI men and Black women feel DEI initiatives are important at levels higher than all other groups: 86% of AAPI men and 90% of Black women, versus 65% overall. In addition, AAPI men and Black women most often say business has the ability to improve issues around racial strife in society: both groups at 62% versus 52% of overall. And 75% of AAPI men and 79% of Black women say improving the racial climate at work is like a pay raise, compared to only 52% overall.

QUESTION 12

IS THERE A GENERATION GAP BETWEEN AAPI WORKERS?

Compared to older AAPI workers (≥ 45 years old), younger AAPI workers (< 45 years old) appear to be consistently more worried about racial issues at the workplace, and perceive their own race as more of an obstacle to their career. Presumably because of that, they care more about employers' DEI policies when deciding on a job.

1. Racial Issues at Work Cost the Company More Say Younger AAPI Workers

Younger AAPI workers are more likely to say racial issues come at a cost to their company than those older. 61% of younger AAPI workers say this compared to 48% of older AAPI workers.

2. 4 in 10 Younger AAPI Workers Say Their Race Impedes Their Careers

Younger AAPI workers are more likely to say their race makes it harder to achieve career goals, 37% versus 28%. When we compare those younger and older than 60 years, the percentages are 34% vs. 23%.

3. Almost Half of Younger AAPI Workers Say They Are Underrepresented

Younger AAPI workers are more likely to say than older AAPI workers that their ethnic group is underrepresented in company diversity and inclusion leadership. 44% of younger AAPI workers and 29% of older AAPI workers express this sentiment.

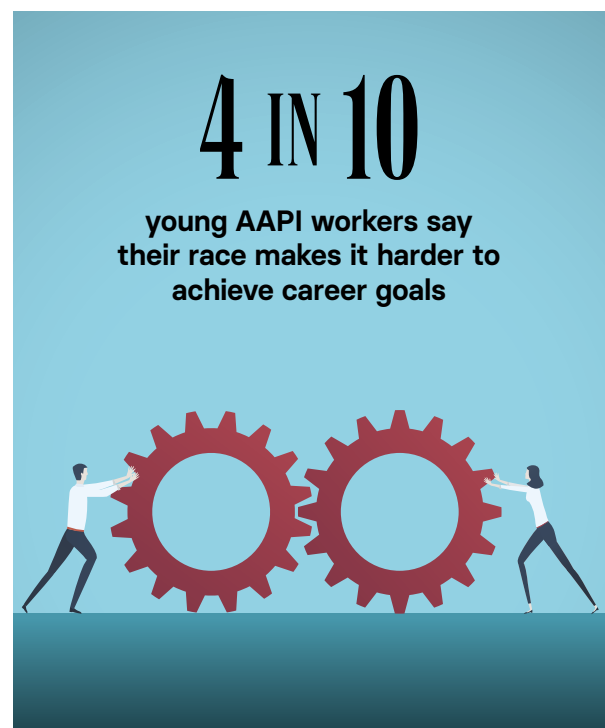
4. DEI Policies More Important in Choosing a Job to Younger AAPI Workers

Younger AAPI workers appear to weigh their employer's DEI policies more in their decision to work for them. 23% of them compared to 14% of those older said their employer's diversity and

inclusion policies were important to them when they decided to work for that company.

5. More Often Older AAPI Workers Say DEI Programs Are a Distraction

Older AAPI workers are more likely to think DEI initiatives are a distraction from the company's real work, as opposed to being an important factor in the company's ability to drive success. 26% of them versus 16% of younger AAPI workers view DEI initiatives as a distraction.



C. 11 ACTION-BASED STRATEGIES

A NEW WAY OF DISAGGREGATING AND OPERATIONALIZING INCLUSION

There are two challenges as inclusion efforts move into their next era. One, inclusion cannot be seen as a single bucket. It has numerous parts, and like a well functioning car, if one part is not working it affects the others. It is uncommon to break down the activities of inclusion. More disaggregation and who the inclusion activities affect is needed. A second challenge is moving to action, which also has many parts. The survey data revealed two paradigms that help with these two challenges.

Inclusion Verticals and Inclusion Horizontals represent paradigms to help disaggregate and operationalize inclusion. Both paradigms are outcomes from the survey data.

Inclusion Verticals contain five activities companies undertake to operationalize inclusion. Inclusion Horizontals represent race, gender, religion, region, and others. Inclusion Verticals sit on top of each Inclusion Horizontal section, representing a map of what can and is being done on inclusion in a company.

INCLUSION ACTIVITIES FORM VERTICALS

I. THINK (Mind). This can include entertaining answers to characteristics of inclusion to determine why it is or is not important.

II. SEE (Vision). To notice what others are going through at a similar level of intensity as others actually are experiencing is very difficult. Being able to empathize at work is a crucial skill as it demonstrates the ability to understand and appreciate the internal and external challenges that colleagues may be facing.

III. SAY (Voice). Hearing oneself talk about inclusion out loud is a good step toward exploring terms and how to use them in context. Saying can often be misunderstood as indicating other Inclusion Activities exist.

IV. DO (Movement).

Also more difficult is moving to action. There have been times many have forgone

acting when they've been put into a place where something is going wrong. Understandably, most have not had the bystander training needed to act in an informed way. This report is part of that training to help executive leaders become more comfortable with inclusion in order to

INCLUSION ACTIVITIES FORM A VERTICAL



INCLUSION HORIZONTALS

RACE	INDIGENOUS	LATINO/HISPANIC	BLACK	AAPI	WHITE
GENDER	WOMEN	MEN	NON-BINARY	TRANSGENDER	
REGION	PACIFIC ISLANDS	WEST	MIDWEST	SOUTH	EAST
CLASS	POOR	LOWER-MIDDLE	MIDDLE	UPPER-MIDDLE	WEALTHY
FAITH	ISLAM	BUDDHISM	CHRISTIANITY	HINDUISM	JUDAISM

attain better outcomes. Jumping to action immediately is not the goal. Thoughtful engagement in each Inclusion Activity serves as a practical learning opportunity and is essential to gaining a better understanding.

V. VALUE (Heart). Discussion and thinking lead some workers to believe inclusion is worthwhile and beneficial to business outcomes. It becomes part of their business value set.

INCLUSION HORIZONTALS SHOW HOW COMMUNITIES ARE SILOED

There is a continuum of communities that forms an Inclusion Horizontal. These horizontals include various communities that find it a challenge to be included. Race, gender, class, region, faith, and others form different layers in the horizontal. For instance, the race horizontal includes groups such as Indigenous, Latino, Black, and Asian. If you understand the Indigenous community, does that mean you understand the Latino community? More often not. Imagine the same on the faith and gender horizontals too, but at varying degrees of not knowing. Inclusion efforts should be focused on finding and increasing the overlaps in the Inclusion Horizontal.

EXAMPLE OF MAPPING ORGANIZATIONAL BLIND SPOTS ON RACE USING RED, YELLOW, AND GREEN RATINGS

THINK	THINK	THINK	THINK	THINK
SEE	SEE	SEE	SEE	SEE
SAY	SAY	SAY	SAY	SAY
DO	DO	DO	DO	DO
VALUE	VALUE	VALUE	VALUE	VALUE
INDIGENOUS	LATINO/HISPANIC	BLACK	AAPI	WHITE

THE BLINDSPOT PARADOX

The survey's data not only helped to form the Inclusion Verticals and Inclusion Horizontals, but it also revealed a phenomenon in inclusion. There are surprising blindspot. Survey data showed how some widely held assumptions are incorrect:

- 1. The Activity Assumption:** One assumption on Inclusion Verticals is that "If a group VALUES something, they SAY, THINK, and DO things that are consistent with those values." This is not true. This report's data consistently shows VALUING something does not mean DOING or even THINKING about DOING something.
- 2. The Community Assumption:** One assumption on Inclusion Horizontals is that "If one group sees their own challenges, they see another group's similar challenges." This is not true either. The data consistently shows how groups do not see each other's similar challenges.

These examples are part of the Blindspot Paradox—which is where a widely held belief, in the end, is not the truth. The Blindspot Paradox shows that the old inclusion playbook must be rewritten, and old assumptions must be improved and updated. By mapping Inclusion Verticals and Horizontals (see example above), an organization doing well in one aspect of inclusion can see how that does not mean it is succeeding in another, much less altogether.

ACTION-BASED STRATEGIES

The following actionable steps are considerations based on study findings, summarized by the lead pollster (Prisca), with consultations with members of the Advisory Panel (see Addendum 2). Also included are additional recommendations from the researchers based on statistical models that expose sensitivities relevant to executive decision making, e.g., if X happens, then it is 60% more likely that Y will happen, or cause-and-effect relationships.

1. DO NOT REINFORCE THAT AAPI WORKERS ARE “MODEL”

As seen in the report's results, there is a perception from non-AAPI workers that AAPI workers are not facing challenges based on their identity or background to the degree that they say they are. To address that gap in reality versus perception, AAPI workers should be included in discussions, policies, or programs that they are often not part of because of the perception they don't need help. An example of how such perceptions impact AAPI negatively is seen in the perception that AAPI workers earn good wages overall as a group. In New York City, it's not good for all AAPI workers – 1 in 4 AAPIs live in poverty, the highest of any group in the city. In addition, while some AAPI workers reach upper-middle or lower-upper levels in their industry, the data show AAPI workers are not only excluded from boardrooms and executive leadership positions but are also not promoted at the same levels as others. So though AAPI workers are thought to be “model,” many realities show they are not.

AAPI workers should avoid reinforcing the idea that they are the “model” workers too. It is a frequent passing comment in AAPI worker circles that, ‘We work hard and are good at math or do well in school.’ These stereotypes are partially true, but in majority, not true. So, AAPI workers should avoid passing on these comments given they reinforce that which is neither productive nor altogether true. A counterfactual to being “model,” a majority of AAPI workers have probably not gone to a four-year university directly out of high school – 50% of AAPI workers nationwide have gone to a community college, according to APIA Scholars.

All said, the idea of AAPI workers as “model” should be avoided by all groups. It creates an unproductive environment of false expectations and oversimplification that hurts AAPI workers or the businesses they work for in the end.

Potential Results: a) Higher performing AAPI workers; b) higher retention as the report's data shows; and c) better collaborations at work.

2. ADDRESS LEGAL RISK HEAD-ON THROUGH CLEAR, STRONG POLICIES

How does an organization mitigate the legal and brand image risk from potential lawsuits that AAPI workers say they've considered in significant numbers (1 in 3 have considered suing over treatment at their workplace due to their race)? This is consistent with Equal Employment Opportunity Commission (EEOC)

data that show over 36% of all charges filed are based on racial discrimination, harassment, or retaliation. One of the contributing factors may be "diversity washing." So-called "diversity washing" describes situations where firms considerably overstate their DEI commitments relative to their actual DEI levels. For instance,

a recent study found that companies that "talk the talk" of diversity but don't "walk the walk" are more likely to perform worse in DEI and receive more EEOC violations. To offset the probability of lawsuits, the Society for Human Resource Management (SHRM) suggests four items to consider: 1) adopt clear and meaningful anti-harassment and anti-discrimination policies; 2) conduct periodic training for the workforce, management, and HR personnel; 3) update mission statements to emphasize the company's commitment to a workplace free from unlawful harassment and discrimination; and 4) host employee forums periodically to explore whether any discrimination or harassment is occurring.



Potential Results: a) Companies will see workers gaining better understandings of different types of people based on their racial background, sexual orientation, gender, religion, disability, region, military, or other background; b) risk may be reduced by clearly written, codified policies; and c) fewer lawsuits may occur and more amicable outcomes can be possible.

3. CONSIDER B2C / B2B VALUE WHEN INVESTING IN INTERNAL AAPI WORKER COMPETENCY

A standing argument for developing inclusive work environments is “we need to look like the customers we are serving.” But when it comes to AAPI customers, businesses often see them as a rounding error because they represent 7% of the population, or think that they are similar to Whites in buying habits so don't necessitate a specific segment evaluation. In short, the AAPI market seems too small and not different enough to specifically target.



As a result, there is little demand internally to invest in AAPI worker competency. Imagine the reverse, if the highest revenue market segment currently is AAPI—wouldn't a business want to have an AAPI competency internally to address that space?

When looking at gross AAPI business spend added to gross consumer spend, Bureau of Economic Analysis and Bureau of Labor Statistics data show AAPIs are second to the gross Latino/Hispanic business and consumer spend, followed by Black business and consumer spend not too far behind. So, despite the AAPI population size being smaller, its business and consumer gross spend is on par with the other

major communities of color. In addition, the AAPI business group, according to BLS, has employee numbers as high as all the other communities of color business groups combined.

Based on this data, it would make sense that investing in internal AAPI worker capacity - including more AAPI workers in head count and training should be a consideration, given that AAPI gross business and consumer spend is a relevant market segment that is often overlooked. Whether that is manifested by AAPI worker headcount and/or acumen are questions that are unique to each business and industry.

Potential Results: a) Higher revenue from AAPI business and consumer segments; b) stronger metrics justifying investment in AAPI workers' development and hiring.

4. USE INCLUSIVE LANGUAGE AS A BUSINESS HABIT



The usage of inclusive language (such as “together” or “us”) has real results. This survey found 3 in 4 AAPI workers think inclusive language increases productivity. In companies with DEI, ERG, or BRG programs, this ratio is 9 out of 10. To benefit from this dynamic consider holding trainings on inclusive language. Role play. Re-evaluate what works and what does not. Include workshops that review emails and

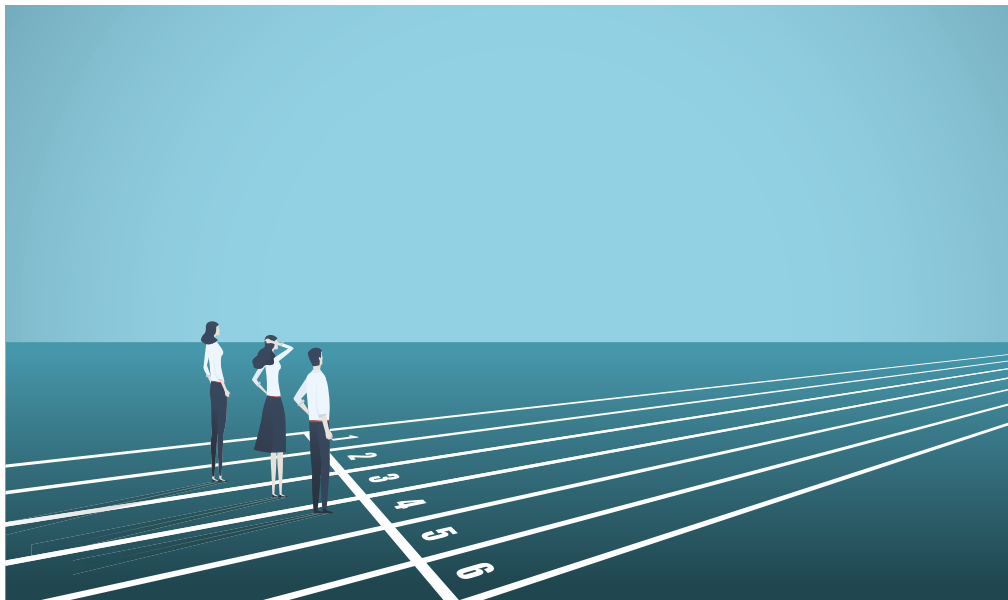
reports word by word. In fact, inclusive language may even reduce unintentional discrimination and bias that can hurt retention or have legal implications. Finally, the language used internally often is what is used externally, and so it might follow that the benefits will as well, potentially increasing a company’s on-the-ground brand and sales results.

Potential Results: a) Greater degree of inclusivity within company culture; b) productive communication internally and externally; and c) reduced legal risk.

5. GO DEEPER IN HIRING PRACTICES TO UNDERSTAND CANDIDATES' INCLUSION ACUMEN

Recruiting and hiring employees who possess values and virtues that align with a company's commitment to inclusion is difficult to implement because the topic is not well explored or investigated during hiring or in daily business activities. Consider academic approaches to determine open-mindedness and high emotional intelligence. Assessment tools can be used to evaluate candidates for qualities that make them good colleagues

to all. Candidates can also be asked about their experience working with others from different backgrounds and their thoughts on DEI efforts in the workplace – not one question but layered questions to truly get to the nuance. Hiring is potentially one of the highest impact steps in creating a more inclusive workplace, as it is easier to hire more inclusive people than trying to make them be more inclusive.



Potential Results: a) Stronger inclusive foundation at the start of a worker's journey within a business; b) lower future costs in training; and c) more satisfied employees as they understand from the beginning why actions taken throughout their tenure on inclusion make sense.

CASE D

K.C LI: Spanning Centuries, Outsiders at Home

Kuo-Ching (K.C.) Li was a Chinese business man who immigrated to the United States and eventually became known as 'The Tungsten King' as he took advantage of military production in World War I. Despite his success, Li faced many challenges while trying to establish a business in the United States, including rising anti-Asian sentiments.

Li started his business, the Wah Chang Trading Corporation, in China after discovering a source of the metal in the Wuling mountains. He arrived in the United States in late 1916 to capitalize on the demand of tungsten as World War I raged on, and the Wah Chang business was highly successful.

He traveled back and forth between China and the United States extensively and was allowed on a 'traveler' visa as he formed his business amidst the Chinese Exclusion

Act enacted by the US government at that time. As Li built his connections in the United States, a local Seattle newspaper wrote about him saying, "The natural business acumen of the Orient developed through Western education and Western environment have resulted in the combination of this modest, friendly, courteous, little man, almost boyish in appearance," highlighting how his Western education is what made him so palatable.

When Li's daughter came to the United States to study chemistry in 1940, she complained to her father about the racism she faced. However, Li had a mindset of "passive resistance" in the face of racism, and urged his daughter not to, "allow this external pressure to become a controlling factor in your thinking and action."

His position is similar to some AAPIs in the United States today, feeling it's best not to be aggressive against bigotry.

As the war ended, with Chinese and US relations



improved, President Roosevelt repealed the Chinese Exclusion Act, and K.C. Li became a naturalized citizen in 1948.

Li faced many ups and downs, as he built a successful business during a war while being denied citizenship to his adopted home. He became well known and loved among politicians and businessmen, yet still faced microaggressions and read news about other AAPIs being attacked on the street. His story echoes through history, as many AAPI entrepreneurs struggle against backhanded compliments and even a marked rise in violence against AAPIs after the pandemic even as they are told they are a 'model minority.'

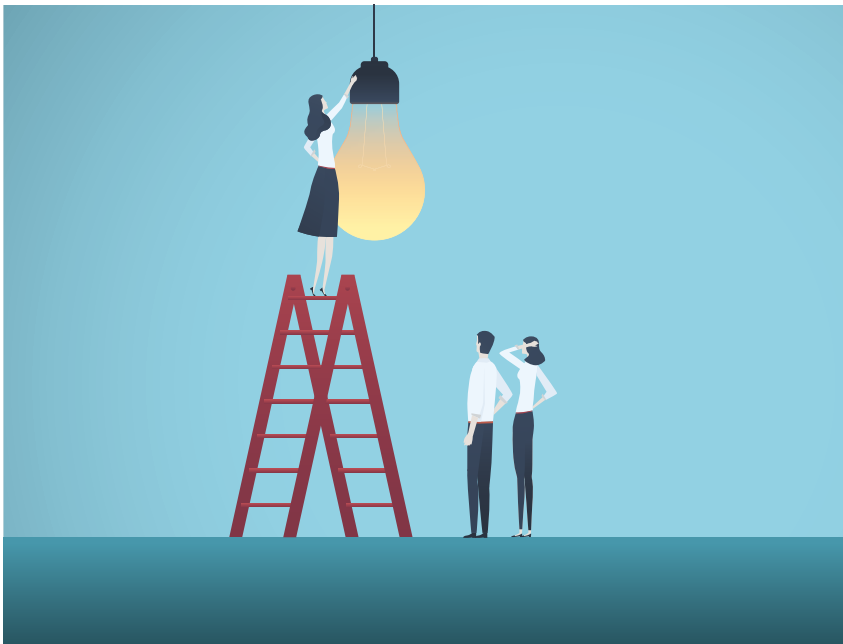
Source: Harvard Business School

6. DISAGGREGATE AAPI WORKERS – THEY'RE NOT ALL THE SAME

Political consultants have said there are at least five different types of AAPI voters if not over 50. Similarly in business, there are various segments of AAPI workers. Demographically they represent more than 50 origin countries, speaking more than 100 languages. They are the most diverse “worker of color” group by those metrics. A good first step in inclusion playbooks is to recognize this. Age group segmentation is important too. When it comes to diversity issues, according to the data young AAPI workers react with higher intensity and



DEI PROGRAMMING STALLED IN 2022 — HOW THAT COULD 'ALIENATE' YOUNG WORKERS IN THE FUTURE



sensitivity than their older counterparts, and are far likelier to see themselves as disadvantaged compared to other groups.

Inclusion programs should disaggregate their AAPI worker community and then address subgroups specifically and differently when possible. When subgroups feel left out, it can result in a rejection of the overall effort of the group.

Potential Results: a) Companies may reach more stakeholder groups simultaneously; b) leadership can refine their true intentions for their DEI efforts; c) more subgroups will feel included; and d) there will be a broader understanding of the non-monolithic qualities of AAPI workers.

7. CONSIDER BUSINESS BYSTANDER INTERVENTION TRAINING

While this survey did not ask if workers were harassed or faced incidents where they needed help, harassment in the workplace is often related to the health of a company's inclusion culture. These situations can start small and subtly. A way to mitigate the frequency and likelihood of microaggressions and other actions that damage an inclusive environment is to consider business bystander training.

Bystander intervention training programs show employees how to intervene when they see harassment in the workplace in multiple ways that do not fit the standard "direct confrontation" with the person doing the harassing. Though the number of companies, trainers, and consultancies in bystander training are few, it is an important skill that workers should have – to learn how to help fellow workers who are facing harassment at work, from the most subtle to the most obvious.



This type of training can help increase sensitivity to various types of micro-harassments, including learning how to speak up and help AAPI colleagues when other workers ask in passing "Where are you from" or "What language do you speak?" This skill is of course helpful not only to AAPI workers but the entire company.

Potential Results: a) Greater understanding of other employees' experiences, b) awareness of what microaggressions and harassment can look like, c) healthier work environments that are seen as unaccepting of microaggressions, d) lower lawsuit risk.

8. INVEST IN LOCAL CBOS AND NGOS THAT ARE MEANINGFUL TO AAPI WORKERS



each month and then adjust. Donations can be earmarked to serve AAPI workers' interests directly. It could be a grant at the local university or community college for AAPI workers, a creative writing fellowship at an arts university, or the youth center in the AAPI community. Typically around 20% of annual donations to NGOs and CBOs are from corporations or foundations,³ so there is room to grow. An approach of reaching in to reach out can result in a common business practice of employee donation matching.

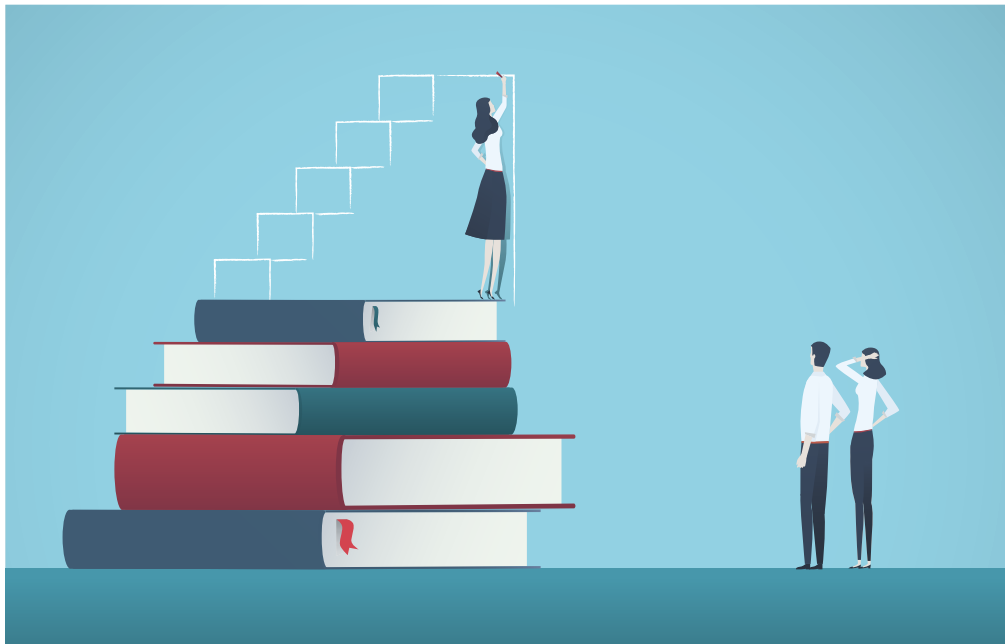
In addition, your

Consider investing treasure and time in community based organizations (CBOs) and non-governmental organizations (NGOs) that do work directly relevant to AAPI workers. Leaders can start with five hours of volunteer time

company's AAPI workers ERG or BRG will have ideas and will know which groups to help. See these investments in CBOs and NGOs as smart money from your company that also increases cultural fluency.

Potential Results: a) Companies directly serving the AAPI workers in their community; b) leadership learning first-hand the key issues of the businesses' community; and c) a solidification of the company's differentiators and competitive advantage as a result of selecting CBOs and NGOs that are an extension of company culture and purpose.

9. PLACE AAPI WORKERS, ERGS, AND BRGS INTO INTERSECTIONAL SPACES



The report found that AAPI workers have blindspots, some to a greater degree, when seeing other worker groups' challenges and conditions. Executive leadership should encourage programming and business teams that increase intersectional learnings and outcomes for AAPI and other workers. Through this exposure and training, AAPI workers will understand and see colleagues (and vice versa)

in more equitable ways. For instance, the Survey found that Black and AAPI workers share a lot of views and intensity on various issues of inclusion. Yet at the same time the data also showed that AAPI workers did not always see Black workers' challenges (and vice versa). For this reason, creating more spaces for intersectional work at companies would benefit collaborative outcomes.

Potential Results: a) Better understanding between different workers of color, b) higher output intersectional teams, c) more inclusive work environments.

10. STRIVE FOR EXCELLENCE IN EACH INCLUSION AREA: TRAINING, TACTICS, PROGRAM, AND CULTURE

Organizational inclusion efforts present themselves in programs, training, tactics, and culture. AAPI workers perceive each of them differently and with varying opinions of these institutional efforts. Being successful in one part of DEI does not mean all efforts are doing well. As this survey found, a successful *training* program does not mean the *culture* is working. Doing one area well should not give comfort that the entire machine is running well or garnering equal support. Instead, each part of a DEI organizational plan should be addressed and evaluated individually.

A failure of culture can manifest itself in varying ways. For instance, when individuals do not want to declare their own racial identity, this can result in a 6% decrease in trust and camaraderie at work for every 10% of employees not declaring.⁴ This metric does

not apply to training, tactics, and the program overall, but it is especially relevant to good team culture. By focusing on excellence in each area of inclusion, each can be evaluated and developed based on their unique context.



Potential Results: a) Fewer blindspots in and generalizations about an inclusion program; b) clearer understanding of what works and has highest efficacy and what does not; and c) clearer expectations from workers and therefore higher satisfaction of inclusion programs.

11. FUND AAPI ERGS INDEPENDENT OF EACH OTHER, NOT UNDER AN UMBRELLA



An interesting finding from this study was that different workers of color saw each other in unfavorable ways. Yet on major issues, like why inclusion programs are good for business, all groups agreed in frequency and intensity for the most part. This exposes the zero-sum game dynamic: “If they get more, we get less.” It makes sense that this is the view in light of how little is given to ERGs.



In a 2021 study, 31% of ERG respondents said they didn't have an annual budget, up from 10% in 2020. Additionally, 32% said their ERG budgets were small, ranging from \$1,500 to \$10,000.⁵ To alleviate the scarcity mentality, consider more cross ERG activities and education to pool and magnify limited resources. Additionally, consider funding each ERG at the EVP or CEO level and not under a single umbrella budget line (e.g., DEI) where allocating money to one group can really mean less to another.

Potential Results: a) Increase collaborations and understandings between different workers of color groups; b) allow each group to thrive on its own characteristics, not in competition with other groups; c) increase each group's feeling of being unique; d) mitigate the inherent nature of feeling like each group is fighting with each other for a share of the pie; e) reduce costs by doing cross-ERG events; and f) mitigate the zero-sum game dynamic.

D. 6 DECISION SWEETSPOTS

The following are conclusions based on regression models that show how if X, then Y (see Addendum 1 for details). The outcomes were based on what would be helpful to executive leadership in their decision making to find sweetspots, where actions yield

higher returns related to desired qualitative and quantitative outcomes. Conclusions were drawn based on a 95% confidence level, which means that only statements with a maximum probability of error of 5% were considered.

REDUCING RISK

01

When a company can mitigate the AAPI workers' feeling they are disadvantaged at work

They reduce the likelihood of a lawsuit by half (52%).

02

When a company reduces the number of AAPIs who feel disadvantaged at work

They reduce the likelihood that AAPI workers think racial issues cost the company revenue by 81%.

BOOSTING TRUST AND RESPECT

03

When a company reduces the conditions where AAPIs feel disadvantaged at work

They make AAPIs 7X more likely to feel trust and respect in the workplace.

04

When companies have a work environment where AAPI workers feel leadership addresses DEI concerns in meaningful ways

AAPI workers are at least 53% more likely to feel trust and respect at work.



IMPROVING RETENTION

05 When companies have a work environment where AAPI workers feel DEI initiatives are important for the company's success

The likelihood of AAPI workers saying they will stay longer doubles.

06 When companies have a work environment where AAPI workers feel DEI initiatives are important for the company's success

AAPI workers are 9X more likely to say improving the racial climate is like a pay raise.

ADDENDUM 1. METHODOLOGY

This survey was conducted March 25-31, 2022 among a total sample of 1,255 adults ages 18 and over, including 220 AAPI Workers living in the United States who have either identified themselves as Asians or Pacific Islanders; there was insufficient data to disaggregate further for this year's survey. Respondents for these surveys were selected from more than two million people on panels cultivated and managed by pollsters Prisca, AAPI Data, Momentive, and their panel partners. This survey was commissioned by title sponsor Prisca, lead sponsor APCO Worldwide, and associate sponsors Novartis, MMCA, Ascend, Urban League of Greater San Francisco Bay Area, and PowerToFly.

The survey was based on a probabilistic sampling strategy, in which all members registered in the platform's database had equal chances of being selected. This strategy ensured a high degree of representativeness of the American population.

A raked weight of race by state of residence, gender, and educational attainment was used relying on the Census Bureau's American Community Survey to reflect the demographic composition of the United States ages 18 and over.


Cross-tabulations were used to generate response frequencies of all survey questions for the groups under study. Two-dimensional

tables were used to investigate relevant proportions to be reported, as well as relevant proportion discrepancies between different groups (i.e. races, genders, etc.). Three-dimensional tables were used to investigate relationships between different grouping schemes with respect to the response frequencies (e.g. different genders of a single race).

POLLSTERS

All stages of the data collection process for this report followed criteria strictly based on the scientific method, not being directly or indirectly influenced by the project sponsors. This includes survey design, implementation, and analysis.

PRISCA is a not-for-profit formed in 2017. It creates high production value content for narrative change campaigns. Its work is inclusive of underrepresented groups related to 11 categories: 50+ and Generations, Asian American Pacific Islander, Black / African American, Disabilities and Caregiving, Geographic Inclusion, Latino American, LGBTQ+, Military and Veteran Families, Native American, Religious Inclusion, and Women and Gender Equity.

momentive  delivers intuitive, people-centric solutions that help industry leaders quickly and confidently make important decisions, take action, and achieve tangible results. Its AI-powered platform is built with a purposeful balance of humanity and technology, weaving together over 20 years of experience with data derived from billions of real questions and responses. Today, Momentive offers enterprise solutions for agile experience management and insights through its three product brands: Momentive, GetFeedback, and SurveyMonkey.

A A P I
D A T A is a nationally recognized publisher of demographic data and policy research on Asian Americans and Pacific Islanders, with hundreds of news mentions in national and local outlets. Its reputation is built on data and research that is accurate, compelling, and timely. In addition to their news impact, community organizations, government agencies, and decision-makers regularly reach out to AAPI Data to better understand key aspects of AAPI communities.

SAMPLE

Data collection was based on a probabilistic sampling strategy, in which all members registered in the platform's database had equal chances of being selected. This strategy ensured a high degree of representativeness of the American population. A raked weight of race by state of residence, gender, and educational attainment was used, relying on the Census Bureau's American Community Survey to reflect the demographic composition of the United States' population aged 18 and over.

MARGINS OF ERROR

The maximum margins of error for the presented conclusions throughout the report were calculated using the following formula:

$$MOE = z \times \sqrt{\frac{p(1-p)}{n}}$$

where:

MOE = Margin of Error;

z = Critical value of a standard distribution (1.96 was used to reflect a 95% confidence level);

p = Sample proportion (0.5 used to reflect the maximum possible margin of error);

n = Sample size.

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The table below shows the MOEs for the total sample and particular subgroups of the population. The numbers represent the maximum possible margin of error (when $p = 0.5$).

		Sample Size	MOE
Full Sample		1255	2.8%
Gender	Male	563	4.1%
	Female	676	3.8%
Race	American Indian or Alaskan Native	101	9.8%
	Asian / Pacific Islander	220	6.6%
	Black or African American	217	6.7%
	Hispanic	221	6.6%
	White / Caucasian	480	4.5%
	Communities of Color	759	3.6%
	Non-Blacks	1022	3.1%
	Non-AAPI	1019	3.1%
	Non-Latino	1018	3.1%
	Non-American Indian	1138	2.9%
	Company Size	Small	586
Medium		197	7.0%
Large		379	5.0%
None		77	11.2%
Age	18-29	295	5.7%
	30-44	363	5.1%
	45-60	446	4.6%
	> 60	135	8.4%
	> 30	944	3.2%
	< 45	658	3.8%
	> 44	581	4.1%
	< 60	1104	2.9%
Income	Low income (<\$49,999)	508	4.3%
	Middle income (\$49,999-\$149,999)	557	4.2%
	High income (>\$149,999)	103	9.7%
Region	Northeast	210	6.8%
	Midwest	225	6.5%
	South	459	4.6%
	West	345	5.3%
Resources Available in the Workplace	Diversity, Equity, and Inclusion programs	380	5.0%
	Employee Resource Groups (ERGs)	266	6.0%
	Business Resource Groups (BRGs)	114	9.2%
	DEI, ERG or BRG	539	4.2%

* Sixteen respondents selected the "Multiple ethnicity / Other (please specify)" category.

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The tables below show the MOEs for disaggregated data whenever a given gender was disaggregated by a second category. Taking the first line of the table below as an example, for a given finding that addresses male American Indians, the actual percentage for this population in the US would be the reported number plus or minus 14.1%. The report of numbers with margins of error higher than 15% was avoided throughout the report.

		Sample Size		MOE	
		M	F	M	F
Race	American Indian or Alaskan Native	48	53	14.1%	13.5%
	Asian / Pacific Islander	90	130	10.3%	8.6%
	Black or African American	94	123	10.1%	8.8%
	Hispanic	105	116	9.6%	9.1%
	White / Caucasian	226	254	6.5%	6.1%
	COC	337	422	5.3%	4.8%
Company Size	Small	284	310	5.8%	5.6%
	Medium	71	130	11.6%	8.6%
	Large	189	193	7.1%	7.1%
	None	124	178	8.8%	7.3%
Age	18-29	173	195	7.5%	7.0%
	30-44	208	241	6.8%	6.3%
	45-60	62	74	12.4%	11.4%
	> 60	443	510	4.7%	4.3%
	> 30	297	373	5.7%	5.1%
	< 45	270	315	6.0%	5.5%
	> 44	505	614	4.4%	4.0%
	< 60	210	308	6.8%	5.6%
Income	Low income (<\$49,999)	259	303	6.1%	5.6%
	Middle income (\$49,999-\$149,999)	64	39	12.3%	15.7%
	High income (>\$149,999)	34	38	16.8%	15.9%
Region	Northeast	97	114	10.0%	9.2%
	Midwest	102	126	9.7%	8.7%
	South	200	264	6.9%	6.0%
	West	168	184	7.6%	7.2%
Resources Available in the Workplace	Diversity, Equity, and Inclusion programs	265	279	6.0%	5.9%
	Employee Resource Groups (ERGs)	182	200	7.3%	6.9%
	Business Resource Groups (BRGs)	138	132	8.3%	8.5%
	DEI, ERG or BRG	63	53	12.3%	13.5%

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	Gender		Company Size				Age			
	Male	Female	Small	Medium	Large	None	18-29	30-44	45-60	>60
American Indian or Alaskan Native	14.1%	13.5%	12.0%	29.5%	25.3%	34.6%	19.6%	15.5%	17.3%	49.0%
Asian / Pacific Islander	10.3%	8.6%	9.8%	18.9%	11.5%	22.5%	12.7%	11.8%	11.1%	27.2%
Black or African American	10.1%	8.8%	10.1%	15.3%	11.4%	37.0%	13.3%	12.7%	11.0%	20.4%
Hispanic	9.6%	9.1%	9.8%	15.3%	11.7%	31.0%	13.2%	11.8%	10.6%	29.5%
White / Caucasian	6.5%	6.1%	6.6%	11.2%	8.1%	17.1%	9.8%	8.8%	7.5%	10.7%
Communities of Color	5.3%	4.8%	5.1%	8.9%	6.4%	14.8%	7.0%	6.4%	5.9%	13.7%
Non-Blacks	4.5%	4.2%	4.4%	7.8%	5.6%	11.7%	6.3%	5.6%	5.1%	9.3%
Non-AAPI	4.5%	4.2%	4.4%	7.5%	5.6%	12.9%	6.4%	5.7%	5.1%	8.9%
Non-Latino	4.6%	4.1%	4.4%	7.8%	5.6%	12.0%	6.3%	5.7%	5.2%	8.8%
Non-American Indian	4.3%	3.9%	4.3%	7.2%	5.1%	11.8%	6.0%	5.5%	4.8%	8.6%

	30 or more years old		45 or more years old		Gender	
	No	Yes	No	Yes	No	Yes
American Indian or Alaskan Native	19.6%	11.2%	12.2%	16.3%	10.0%	49.0%
Asian / Pacific Islander	12.7%	7.7%	8.6%	10.3%	6.8%	27.2%
Black or African American	13.3%	7.7%	9.2%	9.7%	7.0%	20.4%
Hispanic	13.2%	7.6%	8.8%	10.0%	6.8%	29.5%
White / Caucasian	9.8%	5.0%	6.5%	6.1%	4.9%	10.7%
Communities of Color	7.0%	4.1%	4.7%	5.4%	3.7%	13.7%
Non-Blacks	6.3%	3.5%	4.2%	4.5%	3.2%	9.3%
Non-AAPI	6.4%	3.5%	4.3%	4.4%	3.3%	8.9%
Non-Latino	6.3%	3.5%	4.2%	4.5%	3.3%	8.8%
Non-American Indian	6.0%	3.3%	4.0%	4.2%	3.1%	8.6%

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	Income			US Region			
	Low income (<\$49,999)	Middle income (\$49,999-\$149,999)	High income (>\$149,999)	Northeast	Midwest	South	West
American Indian or Alaskan Native	12.0%	18.2%	56.6%	27.2%	26.2%	15.3%	17.1%
Asian / Pacific Islander	11.4%	9.4%	21.4%	14.4%	18.5%	12.8%	10.5%
Black or African American	9.8%	10.1%	24.5%	17.3%	14.8%	10.0%	14.8%
Hispanic	9.3%	10.6%	29.5%	17.9%	25.3%	10.1%	10.9%
White / Caucasian	7.8%	6.3%	13.6%	10.4%	8.8%	7.6%	9.8%
Communities of Color	5.2%	5.5%	13.7%	8.9%	9.8%	5.7%	6.3%
Non-Blacks	4.8%	4.6%	10.5%	7.3%	7.3%	5.2%	5.6%
Non-AAPI	4.7%	4.6%	10.8%	7.7%	7.0%	4.9%	6.1%
Non-Latino	4.9%	4.5%	10.2%	7.3%	6.8%	5.1%	6.0%
Non-American Indian	4.7%	4.3%	9.8%	7.0%	6.7%	4.8%	5.5%

Resources Available at the Workplace

	None	DEI, ERG or BRG	Diversity, Equity, and Inclusion programs	Employee Resource Groups (ERGs)	Business Resource Groups (BRGs)
American Indian or Alaskan Native	12.3%	15.9%	21.4%	23.1%	37.0%
Asian / Pacific Islander	9.2%	9.5%	11.5%	14.4%	18.2%
Black or African American	9.3%	9.5%	11.5%	12.5%	23.1%
Hispanic	8.7%	10.1%	12.0%	14.9%	26.2%
White / Caucasian	5.8%	7.0%	8.1%	9.9%	14.4%
Communities of Color	4.8%	5.3%	6.4%	7.6%	11.9%
Non-Blacks	4.0%	4.7%	5.6%	6.8%	10.0%
Non-AAPI	4.0%	4.7%	5.6%	6.6%	10.6%
Non-Latino	4.1%	4.6%	5.5%	6.6%	9.8%
Non-American Indian	3.9%	4.4%	5.2%	6.2%	9.5%

DATA ANALYSIS

Cross-tabulations were used to generate response frequencies of all survey questions for the groups under study. Two-dimensional tables were used to investigate relevant proportions to be reported, as well as relevant proportion discrepancies between different groups (i.e., races, genders etc.).

Three-dimensional tables were used to investigate relationships between different grouping schemes with respect to the response frequencies (e.g., different genders of a single race).

EXTRAPOLATIONS

A heuristic approach was used to estimate values for questions 18 (cost of revenue), 19 (salary increase), 20 (likelihood to stay longer in company), and 21 (increase in productivity). The median value of each response option was calculated and used to compute a weighted average using the percentage of respondents of each option as weights. On questions that contained a "10% or more" response option, two scenarios were created: one using 25% as an estimation of a lower limit for the median and a second using 55% as an upper limit for the median. An estimated range of numbers was calculated on those cases (Q18 and Q19) and the lower limit of the range was reported throughout the report. For instance, if the percentage of responses for question 20 were the following:

- Not at all: 20%;
- 1-10%: 25%;
- 11 to 20%: 15%;
- 20 to 50%: 15%;
- 50% or more: 25%;
- No response/Don't Know: 5%.

The calculation would be 25% (percentage of respondents of the "1-10%" option) x 5.5% (middle point between 1 and 10%) + (15% x 15.5%) + (15% x 35%) + 25% x 75%. The result would be divided by the sum of the percentage of respondents who answered the question affirmatively (i.e., 80%). When only one number is presented, the middle point between the upper and the lower limits was used (40%).

REGRESSION MODELS

As seen in "Sweetspots," binary logistic regressions were applied to examine the determinant factors of particular opinions across workers. Whenever a statistically significant relationship was found, odds ratios were calculated and reported. Moderating variables were included whenever we wanted to test the effect that a third (moderating) variable had on the relationship between two other variables.

All models were controlled for sociodemographic variables and their parameters are shown in the tables below. A percentage increase or decrease was derived from the odds ratios by subtracting one from those odds, in case of odds higher than 1 (increase in likelihood), or subtracting the odds by one when the odds were lower than 1 (decrease in likelihood). For instance, an odds ratio of 1.1 would mean a 10% increase in likelihood (1 subtracted from 1.1), whereas an odds ratio of 0.5 would mean a 50% decrease in likelihood (1 subtracted by 0.5). Models were checked for the absence of multicollinearity and all models showed good fit according to the Omnibus Test of Model Coefficients ($p < 0.05$). The tables below show the model parameters (beta coefficients), along with significance level (p-value) and Odds Ratios.

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Factors Affecting Retention for AAPIs

	β	p	Odds Ratio
DEI Initiatives= An important factor in our company's ability to drive success	2.963	0.011	19.357
My company and its leadership addresses diversity-related concerns in ways that are meaningful to me	2.577	0.019	13.155
I feel comfortable speaking about issues of race at work	0.045	0.967	1.046
There is trust and respect between employees from different backgrounds	-1.191	0.361	0.304
My race or ethnicity will make it harder to achieve my career goals in this company	-0.168	0.898	0.845
Compared with other groups, which of the following have more DISADVANTAGES at your workplace - Asian Americans	1.378	0.295	3.966
In your company's diversity and inclusion leadership, which of the following groups do you consider to be UNDER-represented? Asian Americans	1.501	0.283	4.488
Gender=Female	-0.235	0.824	0.790
Age= 18-29	-1.494	0.232	0.225
Age= 30-44	-0.852	0.447	0.427
CompanySize=Small	1.634	0.161	5.123
CompanySize=Medium	-0.574	0.689	0.563
USRegion=Northeast	0.037	0.980	1.037
USRegion=Midwest	1.196	0.523	3.307
USRegion=West	0.791	0.556	2.205
Income=Low income (<\$49,999)	-0.710	0.471	0.492
Constant	-1.344	0.421	0.261

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Factors Affecting the Attachment of Pay Raise Value to Inclusion for AAPIs

	β	p	Odds Ratio
Which aspects of your identity or background that are relevant to how you are treated at work - Race	1.248	0.225	3.485
DEI Initiatives= An important factor in our company's ability to drive success	2.163	0.027	8.700
My company and its leadership addresses diversity-related concerns in ways that are meaningful to me	0.278	0.727	1.321
I feel comfortable speaking about issues of race at work	0.375	0.620	1.455
There is trust and respect between employees from different backgrounds	-1.347	0.188	0.260
My race or ethnicity will make it harder to achieve my career goals in this company	0.188	0.832	1.207
Compared with other groups, which of the following have more DISADVANTAGES at your workplace - Asian Americans	1.040	0.275	2.828
Please fill in the blank: Inclusion training makes our company _____	0.511	0.541	1.666
In your company's diversity and inclusion leadership, which of the following groups do you consider to be UNDER-represented? Asian Americans	1.665	0.069	5.285
Gender=Female	-0.628	0.407	0.534
Age= 18-29	0.120	0.889	1.128
Age= 30-44	-0.182	0.823	0.834
CompanySize=Small	0.479	0.538	1.615
CompanySize=Medium	0.068	0.950	1.071
USRegion=Northeast	-1.411	0.311	0.244
USRegion=South	-1.711	0.206	0.181
USRegion=West	-0.172	0.885	0.842
Income=Low income (<\$49,999)	0.775	0.338	2.171
Education= High school degree or GED	1.116	0.488	3.053
Education= Two-year college degree or associate's degree	-0.354	0.850	0.702
Education= Four-year college degree or bachelor's degree	0.368	0.814	1.445
Education= Graduate degree or professional degree	0.255	0.878	1.290
Constant	-1.287	0.538	0.276

ASIAN AMERICANS — 12 Questions Internal Studies Don't Answer

Factors Affecting Attachment of Revenue Value to Inclusion for AAPIs

	β	p	Odds Ratio
Which aspects of your identity or background that are relevant to how you are treated at work - Race	1.242	0.149	3.462
DEI Initiatives= An important factor in our company's ability to drive success	0.667	0.461	1.948
My company and its leadership addresses diversity-related concerns in ways that are meaningful to me	0.551	0.455	1.735
I feel comfortable speaking about issues of race at work	0.481	0.485	1.617
There is trust and respect between employees from different backgrounds	-0.401	0.645	0.670
My race or ethnicity will make it harder to achieve my career goals in this company	0.796	0.316	2.217
Compared with other groups, which of the following have more DISADVANTAGES at your workplace - Asian Americans	1.679	0.048	5.359
Please fill in the blank: Inclusion training makes our company _____	0.081	0.914	1.084
In your company's diversity and inclusion leadership, which of the following groups do you consider to be UNDER-represented? Asian Americans	0.471	0.549	1.602
Gender=Female	-0.059	0.929	0.942
Age= 18-29	0.734	0.366	2.082
Age= 30-44	0.127	0.865	1.136
CompanySize=Small	0.133	0.852	1.142
CompanySize=Medium	-0.144	0.884	0.866
USRegion=Northeast	-2.061	0.117	0.127
USRegion=South	-1.304	0.290	0.272
USRegion=West	-0.106	0.925	0.899
Income=Low income (<\$49,999)	0.792	0.260	2.208
Education= High school degree or GED	-0.249	0.857	0.780
Education= Two-year college degree or associate's degree	0.208	0.899	1.232
Education= Four-year college degree or bachelor's degree	-0.020	0.988	0.981
Education= Graduate degree or professional degree	0.437	0.757	1.549
Constant	-1.467	0.430	0.231

ASIAN AMERICANS — 12 Questions Internal Studies Don't Answer

Factors Affecting the Likelihood to Consider Filing Lawsuits for AAPI

	β	p	Odds Ratio
Which aspects of your identity or background that are relevant to how you are treated at work - Race	-0.488	0.625	0.614
My company and its leadership addresses diversity-related concerns in ways that are meaningful to me	-1.063	0.370	0.345
DEI Initiatives= An important factor in our company's ability to drive success	-1.002	0.439	0.367
I feel comfortable speaking about issues of race at work	1.256	0.230	3.513
There is trust and respect between employees from different backgrounds	-0.836	0.523	0.433
My race or ethnicity will make it harder to achieve my career goals in this company	-0.455	0.668	0.635
Compared with other groups, which of the following have more DISADVANTAGES at your workplace - Asian Americans	3.285	0.012	26.708
Please fill in the blank: Inclusion training makes our company _____	-1.984	0.054	0.138
If you could put a price tag on how much racial issues are costing your company, what would you estimate it to be? Any amount	1.981	0.158	7.248
If you could improve the racial climate at work by 50%, how much would that be worth to you in terms of a pay increase? Any amount	0.324	0.850	1.383
Please fill in the blank: I am ___ percent more likely to work for or stay longer - Any Likelihood	5.220	0.056	184.855
When company leaders use inclusive language (e.g., together, communities of color, "we" and "us," huddle, gather, everybody, etc.), they increase productivity by the following amount: Any amount	0.471	0.794	1.602
In your company's diversity and inclusion leadership, which of the following groups do you consider to be UNDER-represented? Asian Americans	0.317	0.765	1.372
Gender=Female	-1.640	0.098	0.194
Age= 18-29	-1.959	0.136	0.141
Age= 30-44	-1.590	0.170	0.204
CompanySize=Small	0.801	0.435	2.227
CompanySize=Medium	2.962	0.086	19.334
USRegion=Northeast	-1.649	0.367	0.192
USRegion=West	-1.443	0.382	0.236
USRegion=South	-1.336	0.453	0.263
Income=Low income (<\$49,999)	1.915	0.061	6.786
Education= High school degree or GED	-5.604	0.094	0.004
Education= Two-year college degree or associate's degree	-4.164	0.249	0.016
Education= Four-year college degree or bachelor's degree	-3.849	0.231	0.021
Education= Graduate degree or professional degree	-4.656	0.172	0.010
Constant	-0.241	0.943	0.786

ASIAN AMERICANS — 12 Questions Internal Studies Don't Answer

Factors Affecting Feelings of Trust and Respect for AAPIs

	β	p	Odds Ratio
Which aspects of your identity or background that are relevant to how you are treated at work - Race	0.904	0.260	2.470
My company and its leadership addresses diversity-related concerns in ways that are meaningful to me	0.496	0.587	1.642
DEI Initiatives=An important factor in our company's ability to drive success	-0.415	0.688	0.661
I feel comfortable speaking about issues of race at work	0.510	0.510	1.666
There is trust and respect between employees from different backgrounds	-0.027	0.978	0.973
Compared with other groups, which of the following have more DISADVANTAGES at your workplace - Asian Americans	1.941	0.026	6.963
Please fill in the blank: Inclusion training makes our company _____	0.161	0.839	1.175
If you could put a price tag on how much racial issues are costing your company, what would you estimate it to be? Any amount	0.958	0.296	2.606
If you could improve the racial climate at work by 50%, how much would that be worth to you in terms of a pay increase? Any amount	-0.997	0.382	0.369
Please fill in the blank: I am ___ percent more likely to work for or stay longer - Any Likelihood	-0.063	0.966	0.939
When company leaders use inclusive language (e.g., together, communities of color, "we" and "us," huddle, gather, everybody, etc.), they increase productivity by the following amount: Any amount	1.333	0.289	3.791
In your company's diversity and inclusion leadership, which of the following groups do you consider to be UNDER-represented? Asian Americans	0.844	0.275	2.325
Gender=Female	-1.016	0.168	0.362
Age= 18-29	-0.461	0.606	0.631
Age= 30-44	0.217	0.799	1.242
CompanySize=Small	0.681	0.408	1.977
CompanySize=Medium	0.465	0.704	1.592
USRegion=Northeast	-0.593	0.651	0.553
USRegion=West	-1.516	0.201	0.220
USRegion=South	-0.218	0.864	0.804
Income=Low income (<\$49,999)	0.549	0.481	1.732
Education= High school degree or GED	-1.974	0.233	0.139
Education= Two-year college degree or associate's degree	-2.278	0.270	0.103
Education= Four-year college degree or bachelor's degree	-1.341	0.378	0.262
Education= Graduate degree or professional degree	-1.258	0.441	0.284
Constant	-1.184	0.561	0.306

ADDENDUM 2. SPONSORS AND ADVISORY PANEL

TITLE SPONSOR

Prisca is a not-for-profit formed in 2017. It creates high production value content for narrative change campaigns. Its work is inclusive of underrepresented groups related to 11 categories: 50+ and Generations, Asian American Pacific Islander, Black / African American, Disabilities and Caregiving, Geographic Inclusion, Latino American, LGBTQ+, Military and Veteran Families, Native American, Religious Inclusion, and Women and Gender Equity.

LEAD SPONSOR

APCO Worldwide is an independent global management consulting firm creating strategies around global communications, brand management, international affairs, and more. It is present in 35 countries worldwide and the 5th largest independent firm in the United States. APCO focuses on handling sensitive political issues and crisis management, including offering insight into developing solutions on issues of diversity and inclusion tactics both internally and externally.

ASCEND Inc. is the largest Pan-Asian business professional membership organization in North America. Its mission is to drive workplace and societal impact by developing and elevating all Asian and Pacific Islander (API) business leaders and empowering them to become catalysts for change. The mission of Ascend Foundation Inc. is to conduct research, educate, advocate and enable API business leaders to reach their full potential and make positive societal impacts.

ASSOCIATE SPONSORS

Novartis is a Swiss-American multinational pharmaceutical corporation leading in oncology product production and generic drugs. It is one of the largest pharmaceutical companies in the world. Outside of drug production, Novartis is focused on empowering low-income populations and their access to healthcare, using data-driven AI and digital tactics to influence health policy and actions, working towards a more inclusive approach to healthcare access globally.

MMCA (Multicultural Media & Correspondent Association) is a platform focused on developing solutions to the media diversity problem through partnerships, leadership, and strategy. It consists of a growing network of BIPOC representatives working to increase their representation in media through advocacy, coalition building, constructive engagement, stakeholder assistance, and honoring BIPOC media excellence.

Urban League of Greater San Francisco Bay Area empowers Bay Area African Americans and underserved communities to achieve their highest true social parity, economic self-reliance, power, and civil rights. The League promotes economic empowerment through education, job training, housing, community development, workforce development, leadership programs, entrepreneurship, health, sustainability, and quality of life.

MCCA (Minority Corporate Counsel Association)

is the preeminent advisor to C-suite executives across corporate America on all topics diversity, equity and inclusion related. It focuses on data-driven solutions backed by years of research and expertise. MCCA provides strategic advisory to its partners by enabling professional development programs and counsel, particularly in the realm of inclusive practices and handling a BIPOC workforce.

PowerToFly is a platform connecting underrepresented talent to roles in highly visible sectors. Its mission is to fast track equity in the global workforce by connecting diverse talent to industries in need of representation. PowerToFly is a female-led, intersectional corporation with a focus on empowering all backgrounds in race, ethnicity, age, sexual orientation, disability, and veteran status.

ADVISORY PANEL



Licy Do Canto is the managing director of APCO Worldwide's Washington DC Headquarters. He has nearly three decades of experience at an international, national,

and state level across industries ranging from non-profit to government sectors. With many accomplishments and a pinnacle thought leader in advancing diversity, equity, and inclusion strategies, Do Canto has a wide breadth of expertise in public policy and advocacy.



David Morgan is a co-founder and president of Minority Corporate Counsel Association, with 20+ years of experience in Washington government affairs

with deep expertise in tax, financial services, and structuring and financing economic development projects. He develops winning strategies and management coalitions and has led diverse teams across various industries and sectors of corporate governance. His notable work includes creating and executing the Media Diversity Innovation Summit, creating the Big Break Fund to establish and support pilot initiatives designed to help legacy and emerging platforms develop sustainable business models and aspiring journalists and creators get their big break, and currently working to secure Congressional adoption of a resolution reaffirming its commitment to media diversity.



Dr. Pelin Kesebir is an honorary fellow at the Center for Healthy Minds at the University of Wisconsin-Madison, specializing in the psychology of happiness.

Studying various elements of happiness (e.g., a healthy mind, healthy relationships, a healthy sense of self), Dr. Kesebir aims to arrive at an integrated understanding of what happiness is and how it can be cultivated. Her research has particularly focused on character strengths and virtues (e.g., humility, resilience, optimism) and their relation to well-being. Dr. Kesebir is also an expert in existential psychology, having examined how inescapable realities of life, such as our mortality, impact our psychological dynamics and how we should approach these realities to live happy lives. Dr. Kesebir received her doctoral degree in Social Psychology and Personality Psychology from the University of Illinois at Urbana-Champaign in 2009, and is originally from Istanbul, Turkey.



Dr. Angela Anderson is the US Head of Diversity and Inclusion, Operations and Strategy at Novartis. Dr. Anderson is a leadership and mental health professional

with over 20 years of experience. She is internationally certified as an executive coach, master speaker, and trainer. She is also the #1 international best selling author of *Now What?! Get OVER Yourself and MOVE!* Dr. Angela has been called in to lend her expertise to multiple organizations including Verizon, FedEx, Lee Hecht Harrison, United Way, Ericsson, Comdata, multiple universities, and the United States Department of Defense.



Jean Lee is the president and CEO of Minority Corporate Counsel Association.

Lee has 25 plus years of experience as a clinical social worker and litigator

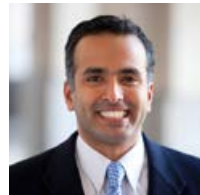
addressing some of the most complicated societal and business issues with solutions-based diversity, equity, and inclusion. She has been recognized with the 2018 Vanguard Award - San Francisco Asian American Bar Association, the 2018 Edge Education Award - Council of Legal Education and Opportunity, the 2015 Trailblazer Honoree - Korean American Lawyers Association of Greater New York and more. Lee brings an intersectional approach to advocate for systems-level change to create greater opportunities for BIPOC communities.



Richard Lui is a veteran journalist with more than 30 years in television, film, technology and business. He is a Senior Fellow at the think tank German Marshall

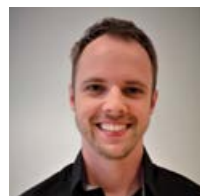
Fund, DEI Research Fellow at PowerToFly, and former Research Fellow at the University of California. He has op-eds in USA Today, Politico, San Francisco Chronicle and others. Currently at NBC / MSNBC and previously with CNN Worldwide, he is the first Asian American man to anchor a daily national cable news program, and a team DuPont and Peabody winner. Lui directed the award-winning feature documentary *SKY BLOSSOM*, about young family caregivers, and *UNCONDITIONAL*, a film on mental health. In addition to journalism, Richard's 15-year business career involves a fintech patent and launching six tech brands over three business cycles. Lui's philanthropic

work on this project is independent of his professional work and on behalf of the Asian American Journalists Association.



Dr. Karthick Ramakrishnan is professor of public policy at the University of California, Riverside and founder of AAPI Data. He is also a Board Member of The

California Endowment, Chair of the California Commission on APIA Affairs, and adjunct fellow at the Public Policy Institute of California (PPIC). He received his Ph.D. in politics from Princeton University. He has published many articles and 7 books, was named to the Frederick Douglass 200 and is currently working on projects related to racial equity in philanthropy and regional development. He has provided consultation to public officials at the federal and local levels, and has written dozens of op-eds and appeared in over 1,000 news stories, many in major news outlets such as the New York Times, Economist, Los Angeles Times, National Public Radio, PBS Newshour, MSNBC, CBS Evening News, and CNN.



Dr. Rafael Reis is a researcher and data analyst who holds a PhD in Transport Studies from the University of Leeds, UK. He has served as a researcher at the Leeds

Institute for Data Analytics (LIDA) and currently works as a consultant on data science and research methodology, having contributed to multidisciplinary projects for various organizations. He is also Professor of Data Analytics and has published 16 papers in the areas of behavior change, sustainable transport systems and technology acceptance.



Martine Charles is the president and CEO at Marc Global Communications. Charles previously held executive positions at CNBC and other top media firms, with a focus in brand management, strategic communications, and public relations. Her work includes developing the ground-breaking political and financial CNBC/MSNBC programs “Hardball with Chris Matthews,” “Geraldo Rivera” and “Business Center with Ron Insana & Sue Herrera,” serving as a communications strategist for the Real Networks vs. Microsoft Antitrust case (2002), and creating and executing communications strategy for corporate brands including the NBA’s Memphis Grizzlies, the Chicago 2016 Olympic Bid, USA Swimming, The History Channel, SONY, REMY, and the BET Music Awards, to name a few.



Ken Maxey is president of the Urban League, Greater San Francisco Bay Area, and Director, Government Affairs at Comcast. Ken has been instrumental in developing cross-cultural partnerships through his work and has been recognized by local and national organizations such as the American Council of Young Political Leaders, Black Women for Political Action (BWOPA), Friends of South Asian American Communities, Indo-American Community Foundation, and the California NAACP Youth & College Division and the Southern Christian Leadership Conference. In his corporate role and the Urban League, Ken partnered with nonprofits and technology companies to develop programs to end the digital divide in underserved communities. The

San Francisco Sun Reporter recognized Kenneth for his leadership in developing diversity, inclusion, and equity programs.



Anna Mok is the President, Executive Chairperson & Co-Founder of Ascend, North America’s network of Pan-Asian business professionals and the Co-Founder of Ascend Pinnacle, the network of Pan-Asian corporate directors. Known as a collaborator and connector, Anna has a deep commitment for building a civil and equitable society and workplaces that support the development and advancement of emerging leaders, women and minorities into senior executive and corporate board director roles. As a senior partner at Deloitte & Touche LLP, she is a broad-based senior partner who advises prestigious global leaders and companies on their most complex and strategic transformation, growth, risk management and governance efforts. Her current leadership responsibilities include Asia-Pacific, Private Equity and global clients. The intersection of technology, business, culture and the workplace and globally headquartered companies are focus areas for Anna. She was the first female of Chinese-American descent to be admitted to the partnership. Her 25+ year career includes leading regions, client excellence, offerings, global and DEI.



Katharine Zaleski is the co-founder and president of PowerToFly. Zaleski has over 10 years of experience in the journalism sector, and also served a term

on the Council for Foreign Relations. In 2014, she founded PowerToFly to fast track equity achievement within the global workforce and uplift marginalized communities.



Alex Lo is one of the "top 40 Young Journalists in America" as named by the Asian American Journalists Association.

His award-winning breaking news reporting for NBC News national includes data-driven stories on business, politics, and communities of color. In 2021, he produced the \$3.1M documentary feature "Sky Blossom," which was released in theaters nationwide and qualified for the Academy Awards. His volunteer contributions on this project are on behalf of AAJA.



Jennifer McIntosh is the Senior Vice President of Public Relations at Marc Global Communications. She is also the president of JEM PR Group. McIntosh

has over 20 years of experience in public relations and corporate communications including strategic planning, program publicity, talent relations, social media, media relations, crisis communications and event execution. Clients and employers have included media and lifestyle companies such as NBCUniversal, CBS Television Network, ESPN, Disney Channel, Freeform, PBS, Univision, STARZ, World Wrestling Entertainment, Universal Music and more.

INCLUSION@WORK SURVEY REPORTS

The 2023 Inclusion@Work Study was conducted by pollsters Prisca, AAPI Data, and Momentive and its research platform, organized by Dr. Karthick Ramakrishnan and Dr. Pelin Kesebir. Sponsors include lead sponsor APCO Worldwide, and associate sponsors Novartis, MMCA, Ascend, Urban League, and PowerToFly, Novartis. There are seven reports from the survey that provide new and existing inclusion programs the data they need to inform their budgeting processes around diversity and inclusion, to provide the hard data for what has traditionally been a qualitative effort.

1. Inclusion@Work | Latino Americans
2. Inclusion@Work | Black Americans
3. Inclusion@Work | Asian American Pacific Islanders
4. Inclusion@Work | Indigenous
5. Inclusion@Work | Gender
6. Inclusion@Work | Generations
7. Inclusion@Work | Silicon Valley

The pollster leading the effort (Prisca) benchmarked other major, national surveys on inclusion and found few asked the tough questions CEOs want to ask. This independent survey provides the third party perspective industry needs.

INCLUSION HOUSE

Separate from the Inclusion@Work survey, the Inclusion House is a working group of professional associations, companies, and NGOs interested in deploying solutions, best practices, and business culture activities that improve diversity at work. Inclusion House members include title member Prisca, lead member APCO Worldwide and Urban League of Greater San Francisco Bay Area, and associate members Novartis, MMCA, Ascend, and PowerToFly.

ADDENDUM 3. SURVEY QUESTIONS IN DETAIL WORK EXPERIENCE SURVEY

SURVEY QUESTION 1

Which issue matters MOST to you right now?

	Overall	Race						Gender Asian Only		
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		Other (please specify)	5.2%	1.0%	2.3%	2.8%	4.7%	6.1%	5.4%	3.6%
Foreign policy	7.8%	0.4%	4.4%	9.1%	3.7%	9.1%	8.0%	5.6%	5.2%	3.6%
The environment	12.2%	18.1%	10.7%	9.7%	11.1%	13.1%	12.3%	10.7%	14.2%	7.6%
Terrorism	6.6%	7.2%	4.4%	6.4%	6.7%	6.8%	6.8%	6.2%	1.5%	6.9%
Immigration	4.7%	5.4%	9.3%	4.1%	5.1%	4.2%	4.4%	5.5%	14.5%	4.8%
Race relations	6.4%	10.4%	7.7%	11.4%	11.7%	3.9%	6.3%	10.9%	4.7%	10.2%
Health care	17.0%	8.8%	18.3%	13.5%	17.6%	17.5%	17.0%	16.2%	18.8%	17.9%
Jobs and the economy	34.2%	28.9%	37.1%	36.9%	31.1%	34.3%	34.0%	34.0%	30.6%	42.8%
Education	5.8%	19.8%	5.9%	6.2%	8.4%	5.0%	5.8%	7.4%	6.6%	5.3%

SURVEY QUESTION 2

Do you approve or disapprove of the way Joe Biden is handling his job as president?

	Overall	Race						Gender Asian Only		
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		Strongly approve	13.3%	28.8%	14.7%	22.4%	13.1%	11.4%	13.2%	16.7%
Somewhat approve	32.9%	24.6%	52.4%	40.2%	40.4%	27.7%	31.6%	42.1%	42.8%	61.0%
Somewhat disapprove	23.7%	27.2%	18.3%	25.5%	23.3%	24.0%	24.1%	23.3%	23.8%	13.5%
Strongly disapprove	30.0%	19.4%	14.5%	11.9%	23.1%	36.8%	31.0%	17.8%	12.3%	16.4%

ASIAN AMERICANS — 12 Questions Internal Studies Don't Answer

SURVEY QUESTION 3

Which race/ethnicity best describes you? (Please choose only one.)

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		Multiple ethnicity / Other (please specify)	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
American Indian or Alaskan Native	0.5%	100.0%	0.0%	0.0%	0.0%	0.0%	0.6%	1.5%	0.0%	0.0%
Asian / Pacific Islander	6.2%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	17.2%	100.0%	100.0%
Black or African American	12.0%	0.0%	0.0%	100.0%	0.0%	0.0%	12.8%	33.4%	0.0%	0.0%
Hispanic	17.2%	0.0%	0.0%	0.0%	100.0%	0.0%	18.4%	47.9%	0.0%	0.0%
White / Caucasian	63.9%	0.0%	0.0%	0.0%	0.0%	100.0%	68.2%	0.0%	0.0%	0.0%

SURVEY QUESTION 4

What is the highest level of education you have completed?

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		Less than high school	10.7%	18.3%	11.5%	12.9%	25.0%	6.4%	10.7%	18.6%
High school degree or GED	48.3%	59.8%	29.3%	57.2%	49.6%	48.0%	49.5%	48.8%	15.9%	41.2%
Two-year college degree or associate's degree	8.4%	8.4%	6.4%	8.2%	7.1%	8.9%	8.5%	7.4%	9.1%	4.0%
Four-year college degree or bachelor's degree	20.2%	8.8%	33.2%	15.5%	14.5%	21.4%	19.3%	18.0%	39.9%	27.3%
Graduate degree or professional degree	12.4%	4.7%	19.5%	6.2%	3.8%	15.3%	12.0%	7.3%	21.3%	18.0%

ASIAN AMERICANS — 12 Questions Internal Studies Don't Answer

SURVEY QUESTION 5

What state do you reside in?

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
Alabama	1.6%	1.8%	0.2%	8.6%	0.4%	0.8%	1.7%	3.1%	0.0%	0.4%
Alaska	0.2%	8.7%	0.5%	0.1%	0.1%	0.1%	0.2%	0.3%	0.9%	0.1%
Arizona	2.4%	15.0%	3.4%	1.3%	2.2%	2.4%	2.3%	2.3%	7.2%	0.0%
Arkansas	0.5%	1.2%	0.0%	0.5%	0.0%	0.8%	0.6%	0.2%	0.0%	0.0%
California	11.9%	7.0%	34.3%	5.7%	27.7%	6.6%	10.4%	21.2%	33.6%	34.9%
Colorado	2.6%	2.5%	1.6%	1.5%	0.0%	3.6%	2.7%	0.8%	2.6%	0.6%
Connecticut	0.9%	0.1%	0.6%	1.0%	0.9%	0.9%	0.9%	0.9%	0.0%	1.1%
Delaware	0.1%	0.0%	0.0%	0.0%	0.0%	0.1%	0.1%	0.0%	0.0%	0.0%
District of Columbia (DC)	0.3%	0.0%	0.2%	2.3%	0.0%	0.0%	0.3%	0.8%	0.2%	0.1%
Florida	7.2%	1.0%	4.9%	10.7%	10.9%	5.7%	7.3%	9.7%	3.1%	6.5%
Georgia	2.4%	0.9%	2.4%	5.3%	0.8%	2.4%	2.4%	2.5%	1.4%	3.2%
Hawaii	0.2%	0.0%	2.4%	0.0%	0.1%	0.1%	0.1%	0.5%	0.7%	3.9%
Idaho	0.7%	0.0%	0.0%	0.0%	0.2%	1.1%	0.8%	0.1%	0.0%	0.0%
Illinois	2.9%	1.2%	3.3%	2.5%	2.6%	3.0%	2.8%	2.7%	2.1%	4.3%
Indiana	1.8%	1.2%	0.5%	1.5%	0.0%	2.5%	1.9%	0.6%	0.0%	0.9%
Iowa	1.7%	0.5%	0.4%	0.0%	0.0%	2.6%	1.8%	0.1%	0.9%	0.0%
Kansas	0.9%	0.0%	1.0%	0.0%	1.1%	1.0%	0.9%	0.7%	0.0%	1.8%
Kentucky	2.3%	0.5%	0.0%	0.3%	0.0%	3.6%	2.5%	0.1%	0.0%	0.0%
Louisiana	0.8%	0.0%	0.0%	1.5%	0.0%	0.9%	0.8%	0.5%	0.0%	0.0%
Maine	0.9%	0.4%	0.2%	0.0%	0.0%	1.3%	0.9%	0.0%	0.0%	0.3%
Maryland	1.7%	0.0%	2.0%	3.2%	0.5%	1.8%	1.7%	1.6%	0.0%	3.8%
Massachusetts	2.4%	0.6%	1.8%	1.3%	1.6%	3.0%	2.5%	1.5%	1.5%	2.0%
Michigan	2.6%	1.1%	1.5%	2.4%	0.4%	3.4%	2.7%	1.2%	1.9%	1.1%
Minnesota	1.8%	1.7%	0.9%	1.2%	4.2%	1.4%	1.9%	2.6%	1.5%	0.3%
Mississippi	1.2%	0.0%	0.0%	1.0%	0.1%	1.7%	1.3%	0.4%	0.0%	0.0%
Missouri	1.6%	0.0%	0.4%	2.2%	0.0%	2.0%	1.6%	0.8%	0.0%	0.8%
Montana	0.3%	0.0%	0.0%	0.0%	0.0%	0.4%	0.3%	0.0%	0.0%	0.0%

ASIAN AMERICANS — 12 Questions Internal Studies Don't Answer

What state do you reside in? (continuation)

	Overall	Race							Gender	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	Asian Only	
									M	F
Nebraska	0.3%	0.0%	0.0%	0.0%	0.0%	0.5%	0.3%	0.0%	0.0%	0.0%
Nevada	0.8%	1.7%	0.0%	0.9%	1.0%	0.8%	0.9%	0.8%	0.0%	0.0%
New Hampshire	0.6%	0.0%	0.0%	0.0%	0.0%	1.0%	0.7%	0.0%	0.0%	0.0%
New Jersey	2.7%	0.3%	5.8%	3.7%	1.8%	2.5%	2.5%	3.1%	7.3%	4.4%
New Mexico	0.6%	13.2%	0.0%	0.0%	1.7%	0.3%	0.6%	1.0%	0.0%	0.0%
New York	5.1%	1.7%	10.7%	7.7%	3.7%	4.4%	4.7%	6.2%	6.5%	14.4%
North Carolina	3.5%	3.9%	2.0%	3.7%	3.0%	3.8%	3.6%	3.1%	4.0%	0.3%
North Dakota	0.1%	0.0%	0.0%	0.0%	0.0%	0.2%	0.1%	0.0%	0.0%	0.0%
Ohio	3.4%	0.7%	0.6%	6.4%	0.3%	4.0%	3.6%	2.4%	0.0%	1.2%
Oklahoma	1.8%	15.9%	0.0%	0.1%	0.3%	2.5%	1.9%	0.4%	0.0%	0.0%
Oregon	1.3%	2.5%	0.7%	0.1%	0.5%	1.8%	1.3%	0.4%	0.0%	1.3%
Pennsylvania	3.8%	0.1%	2.2%	3.0%	2.9%	4.4%	3.9%	2.8%	2.6%	1.8%
Rhode Island	0.0%	0.0%	0.1%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%
South Carolina	1.8%	1.0%	1.5%	4.1%	0.8%	1.7%	1.8%	2.0%	3.1%	0.0%
South Dakota	0.1%	1.8%	0.0%	0.0%	0.0%	0.2%	0.1%	0.0%	0.0%	0.0%
Tennessee	2.2%	1.6%	1.2%	3.9%	0.2%	2.5%	2.2%	1.6%	1.3%	1.2%
Texas	9.7%	3.4%	5.9%	5.5%	26.8%	6.3%	10.0%	15.7%	8.8%	3.4%
Utah	1.0%	0.7%	0.0%	1.0%	0.3%	1.2%	1.0%	0.5%	0.0%	0.0%
Vermont	0.3%	0.0%	0.0%	0.0%	0.0%	0.4%	0.3%	0.0%	0.0%	0.0%
Virginia	2.4%	0.2%	2.5%	3.4%	1.3%	2.5%	2.4%	2.2%	3.6%	1.6%
Washington	2.1%	3.8%	3.2%	1.9%	1.4%	2.1%	2.0%	1.9%	4.0%	2.5%
West Virginia	0.7%	0.2%	0.1%	0.0%	0.0%	1.2%	0.8%	0.0%	0.2%	0.0%
Wisconsin	1.8%	1.7%	1.3%	0.3%	0.2%	2.6%	1.9%	0.4%	0.9%	1.6%
Wyoming	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

ASIAN AMERICANS — 12 Questions Internal Studies Don't Answer

SURVEY QUESTION 6

What is your employment status?

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		I work FULL TIME, for a company with fewer than 50 employees	19.8%	38.9%	18.9%	26.6%	19.1%	18.7%	19.9%	21.9%
I work FULL TIME, for a company with 50 to 249 employees	15.9%	22.9%	17.1%	14.1%	7.8%	18.3%	15.8%	11.7%	18.4%	15.9%
I work FULL TIME, for a company with 250 to 999 employees	12.2%	6.6%	11.0%	15.3%	14.4%	11.1%	12.2%	14.0%	8.9%	12.9%
I work FULL TIME, for a company with 1000 employees or more	23.6%	6.3%	25.4%	21.1%	23.0%	24.2%	23.4%	22.5%	31.8%	19.7%
I work PART TIME, for a company with fewer than 50 employees	10.2%	8.6%	8.2%	7.0%	7.9%	11.6%	10.3%	7.7%	6.1%	10.1%
I work PART TIME, for a company with 50 to 249 employees	3.0%	2.1%	4.4%	1.9%	6.3%	2.2%	2.9%	4.4%	3.6%	5.1%
I work PART TIME, for a company with 250 to 999 employees	4.0%	3.5%	1.4%	3.7%	10.6%	2.4%	4.1%	6.6%	0.0%	2.6%
I work PART TIME, for a company with 1000 employees or more	4.7%	5.3%	2.4%	6.3%	4.2%	4.8%	4.9%	4.6%	2.9%	2.0%
None of the above	6.7%	5.7%	11.2%	4.1%	6.7%	6.7%	6.4%	6.6%	0.0%	21.0%

ASIAN AMERICANS — 12 Questions Internal Studies Don't Answer

SURVEY QUESTION 7

**Which aspects of your identity or background, if any, are relevant to how you are treated at work?
(Select up to two):**

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		Your age	27.9%	40.7%	31.5%	22.4%	25.3%	29.3%	27.7%	25.6%
Your race	13.6%	13.4%	23.6%	32.5%	17.8%	8.0%	13.0%	23.6%	23.2%	23.9%
Your educational background	30.5%	13.7%	30.7%	19.4%	32.4%	32.3%	30.5%	27.5%	34.3%	27.5%
Your gender identification	8.4%	12.9%	10.7%	10.5%	9.0%	7.6%	8.3%	9.8%	9.1%	12.1%
Your sexual orientation	6.1%	5.3%	3.8%	3.3%	7.8%	6.4%	6.2%	5.6%	4.1%	3.5%
None of the above	33.7%	25.3%	22.3%	36.4%	31.0%	35.0%	34.4%	31.3%	28.7%	16.6%
Something else (specify)	5.6%	1.0%	1.3%	1.6%	6.4%	6.5%	5.8%	3.9%	2.0%	0.8%

SURVEY QUESTION 8

Are any of the following issues a priority for your employer? (Select all that apply)

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		Environment / climate change	19.0%	19.6%	22.3%	24.5%	18.8%	17.6%	18.8%	21.4%
Race relations	26.7%	19.8%	30.8%	25.2%	26.1%	26.8%	26.4%	26.5%	37.8%	24.6%
Gender equity	26.2%	34.7%	35.6%	21.4%	25.9%	26.3%	25.6%	26.2%	49.2%	23.6%
LGBT equity	20.7%	19.3%	26.0%	16.0%	18.8%	21.6%	20.4%	19.1%	32.9%	19.9%
Disability issues	23.0%	29.5%	21.6%	18.0%	20.5%	24.6%	23.1%	20.0%	25.0%	18.6%
Caregiving	14.6%	17.5%	17.6%	13.6%	15.6%	14.3%	14.4%	15.3%	20.5%	15.0%
None of the above	40.4%	27.4%	24.0%	40.8%	41.0%	41.9%	41.5%	37.8%	22.7%	25.1%
Other (please specify)	3.9%	3.7%	1.2%	2.0%	3.0%	4.8%	4.1%	2.3%	0.9%	1.4%

ASIAN AMERICANS — 12 Questions Internal Studies Don't Answer

SURVEY QUESTION 9

Which comes closer to your view, even if neither is exactly right? Diversity, Equity and Inclusion. These are often referred to as DEI initiatives, or diversity initiatives.

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		A distraction from our company's real work	28.3%	33.1%	17.4%	13.2%	28.8%	32.1%	29.1%	21.7%
An important factor in our company's ability to drive success	65.0%	61.2%	71.4%	82.8%	64.5%	61.2%	64.5%	71.7%	85.5%	58.9%
No Response	6.7%	5.7%	11.2%	4.1%	6.7%	6.7%	6.4%	6.6%	0.0%	21.0%

SURVEY QUESTION 10

In the past two years, has your employer done any of the following?

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		None of the above	25.7%	23.2%	9.7%	19.3%	28.4%	27.8%	26.8%	22.1%
Instituted new training on gender-based harassment in the workplace	22.0%	19.1%	29.8%	29.5%	21.3%	20.1%	21.5%	25.5%	39.3%	21.5%
Instituted new policies about gender-based harassment in the workplace	21.3%	37.0%	27.4%	17.1%	22.5%	21.1%	20.9%	21.8%	36.7%	19.1%
Instituted new training on diversity in the workplace	28.4%	22.0%	37.9%	32.9%	27.7%	26.8%	27.7%	31.1%	43.6%	32.7%
Instituted new policies about diversity in the workplace	17.5%	24.8%	26.6%	21.2%	17.0%	16.0%	16.9%	20.2%	35.0%	19.2%
Don't know / Not sure	20.0%	9.4%	18.1%	21.9%	17.8%	20.4%	20.1%	19.1%	19.7%	16.7%

ASIAN AMERICANS — 12 Questions Internal Studies Don't Answer

SURVEY QUESTION 11

My company and its leadership addresses diversity-related concerns in ways that are meaningful to me.

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		No Response	6.7%	5.7%	11.2%	4.1%	6.7%	6.7%	6.4%	6.6%
Strongly agree	21.9%	44.6%	24.0%	21.9%	26.3%	20.3%	21.7%	24.7%	32.8%	16.2%
Somewhat agree	30.5%	29.2%	42.0%	41.2%	25.1%	28.8%	29.7%	33.4%	46.4%	38.1%
Somewhat disagree	13.2%	5.6%	12.1%	19.3%	13.4%	12.2%	13.3%	15.1%	10.3%	13.8%
Strongly disagree	9.0%	5.3%	4.7%	6.6%	7.4%	10.3%	9.3%	6.6%	2.1%	7.0%
No opinion	18.8%	9.5%	6.1%	7.0%	21.0%	21.7%	19.6%	13.6%	8.5%	3.9%

ASIAN AMERICANS — 12 Questions Internal Studies Don't Answer

SURVEY QUESTION 12

Which, if any, of the following are available at your workplace?

	Overall	Race						Gender Asian Only		
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		Childcare facilities	8.3%	9.6%	12.4%	9.7%	7.8%	7.8%	8.0%	9.3%
Mentoring programs within the company	19.0%	20.3%	20.6%	22.4%	16.3%	19.0%	18.9%	19.1%	23.7%	17.9%
Mentoring programs outside the company	9.9%	8.7%	11.8%	13.5%	9.0%	9.4%	9.8%	11.0%	11.0%	12.5%
Training programs	41.1%	28.3%	42.3%	51.9%	33.3%	41.2%	41.1%	41.0%	49.6%	35.9%
Professional development programs	27.9%	16.1%	30.6%	22.0%	22.6%	30.3%	27.7%	23.7%	24.7%	35.8%
Diversity, Equity, and Inclusion programs	26.6%	20.1%	35.8%	28.0%	29.3%	24.8%	26.0%	29.8%	45.4%	27.3%
Employee Resource Groups (ERGs)	18.1%	11.9%	20.7%	16.8%	18.0%	18.1%	17.9%	17.9%	27.6%	14.5%
Business Resource Groups (BRGs)	6.8%	3.8%	15.3%	4.0%	5.2%	6.9%	6.2%	6.5%	23.4%	8.1%
DEI, ERG or BRG	35.4%	30.2%	51.2%	35.7%	36.6%	33.6%	34.4%	38.7%	66.0%	38.0%
Opportunities to present to executives/senior management	24.1%	21.9%	18.8%	27.0%	15.1%	26.5%	24.4%	19.8%	21.5%	16.5%
Community volunteer work	22.1%	11.4%	22.6%	18.8%	19.9%	23.4%	22.1%	19.9%	24.1%	21.3%
Matching charitable donations	16.8%	5.7%	19.6%	18.3%	9.6%	18.4%	16.7%	14.2%	25.0%	14.9%
Chief or Senior Diversity Officer	8.4%	6.3%	12.0%	6.6%	8.1%	8.5%	8.2%	8.2%	16.6%	7.9%
Other (specify)	9.1%	8.9%	6.3%	1.4%	9.0%	10.9%	9.3%	6.0%	3.4%	8.9%

SURVEY QUESTION 13

To what extent do you agree or disagree with the following statements about your organization?

13A. I feel comfortable speaking about issues of race at work.

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		Strongly Agree	18.1%	31.7%	13.6%	19.1%	14.2%	19.3%	18.4%	16.0%
Agree	31.5%	13.8%	30.7%	28.1%	32.2%	32.2%	31.6%	30.3%	36.2%	25.8%
Neither agree nor disagree	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Disagree	12.5%	13.8%	16.8%	15.3%	11.3%	11.8%	12.2%	13.6%	17.2%	16.5%
Strongly Disagree	9.6%	5.1%	8.6%	8.8%	7.3%	10.4%	9.6%	8.0%	10.1%	7.3%
No opinion	10.7%	15.0%	6.9%	3.3%	17.4%	10.6%	11.0%	10.8%	3.7%	9.7%
No Response	17.7%	20.6%	23.4%	25.4%	17.7%	15.6%	17.3%	21.3%	13.3%	32.3%

13B. There is trust and respect between employees from different backgrounds.

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		Strongly Agree	27.9%	34.9%	20.7%	24.3%	22.9%	30.5%	28.3%	23.2%
Agree	36.1%	33.0%	48.5%	33.7%	40.7%	34.2%	35.3%	39.6%	48.0%	49.0%
Neither agree nor disagree	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Disagree	11.9%	10.3%	4.8%	16.7%	6.6%	13.2%	12.4%	9.7%	4.6%	5.1%
Strongly Disagree	2.3%	1.7%	2.8%	1.7%	3.7%	2.0%	2.3%	2.8%	2.6%	2.9%
No opinion	7.7%	7.4%	4.9%	4.4%	9.6%	8.1%	7.9%	7.0%	7.3%	2.8%
No Response	14.1%	12.8%	18.2%	19.2%	16.6%	12.0%	13.8%	17.7%	7.4%	27.8%

ASIAN AMERICANS — 12 Questions Internal Studies Don't Answer

13C. My race or ethnicity will make it harder to achieve my career goals in this company.

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		Strongly Agree	7.0%	14.3%	6.8%	11.2%	8.8%	5.7%	7.0%	9.3%
Agree	15.9%	16.1%	26.8%	18.4%	26.0%	11.7%	15.2%	23.4%	34.2%	20.3%
Neither agree nor disagree	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Disagree	26.3%	38.0%	26.0%	33.5%	22.2%	26.0%	26.3%	26.9%	26.8%	25.3%
Strongly Disagree	27.7%	13.9%	14.4%	14.0%	17.6%	34.3%	28.5%	15.8%	16.1%	13.0%
No opinion	9.4%	6.3%	6.6%	5.1%	13.0%	9.5%	9.5%	9.2%	7.4%	5.8%
No Response	13.7%	11.4%	19.4%	17.8%	12.4%	12.8%	13.3%	15.4%	6.9%	30.4%

13D. Overall, business has the ability to improve issues around racial strife in our communities.

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		Strongly Agree	16.9%	27.7%	14.5%	17.9%	20.2%	16.0%	17.0%	18.6%
Agree	35.0%	27.3%	40.8%	37.1%	33.5%	34.6%	34.7%	35.8%	41.1%	40.4%
Neither agree nor disagree	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Disagree	12.2%	13.5%	13.7%	16.2%	7.7%	12.5%	12.1%	11.7%	19.6%	8.6%
Strongly Disagree	6.5%	8.4%	3.6%	4.9%	5.6%	7.4%	6.7%	5.0%	4.5%	2.8%
No opinion	14.7%	10.2%	7.0%	3.4%	17.8%	16.8%	15.2%	11.0%	4.4%	9.3%
No Response	14.6%	13.0%	20.4%	20.5%	15.4%	12.8%	14.3%	17.9%	10.1%	29.6%

ASIAN AMERICANS — 12 Questions Internal Studies Don't Answer

SURVEY QUESTION 14

Compared with other groups, which of the following have more DISADVANTAGES at your workplace?

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		None of the above	40.0%	24.3%	30.7%	24.8%	40.6%	43.8%	40.6%	33.4%
Asian Americans	10.0%	5.9%	28.7%	10.4%	4.8%	9.6%	8.8%	10.8%	27.0%	30.2%
Black People	22.0%	15.0%	21.8%	54.3%	18.4%	17.0%	22.1%	30.9%	29.8%	14.8%
Latinos or Hispanics	18.3%	10.1%	20.8%	25.8%	33.9%	12.6%	18.2%	28.6%	27.3%	15.0%
Native Americans	9.1%	36.8%	7.9%	11.4%	8.7%	8.6%	9.1%	9.9%	10.6%	5.4%
White people	11.6%	10.8%	12.3%	6.1%	5.9%	14.2%	11.6%	7.1%	20.8%	4.7%
LGBTQ+ people	13.9%	21.4%	10.5%	10.1%	15.3%	14.5%	14.1%	12.9%	9.3%	11.6%
Other (please specify)	4.8%	4.3%	1.1%	0.4%	3.7%	6.3%	5.1%	2.2%	1.9%	0.4%

ASIAN AMERICANS — 12 Questions Internal Studies Don't Answer

SURVEY QUESTION 15

When you decided to take your current job, please indicate if any of the following were important to you.

	Overall	Race						Gender Asian Only		
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		None of the above	8.0%	8.7%	2.4%	8.6%	11.1%	7.7%	8.4%	8.7%
The compensation including salary and benefits	48.8%	33.5%	51.7%	34.0%	37.6%	54.5%	48.6%	38.8%	62.7%	41.9%
The ability to balance work and personal life	47.9%	49.8%	48.6%	39.9%	51.0%	48.5%	47.9%	46.9%	60.6%	38.0%
The ability to do hybrid or remote work	23.9%	11.3%	34.0%	22.4%	22.2%	23.8%	23.3%	24.1%	42.9%	26.1%
Equal opportunities for advancement and raises	34.6%	27.5%	39.7%	44.7%	32.7%	32.8%	34.3%	37.8%	42.7%	37.0%
The employer's diversity and inclusion policies	14.9%	15.4%	19.4%	18.9%	22.4%	11.8%	14.7%	20.6%	28.2%	11.6%
Having a chief / senior officer and a department devoted to diversity and inclusion	4.5%	5.0%	4.4%	7.1%	4.8%	3.9%	4.5%	5.5%	5.8%	3.1%
Other (please specify)	1.8%	4.1%	1.1%	0.0%	3.2%	1.9%	1.9%	1.8%	1.1%	1.2%

ASIAN AMERICANS — 12 Questions Internal Studies Don't Answer

SURVEY QUESTION 16

Have you ever thought about filing a lawsuit against your current or former employer, because of the way you have been treated in relation to your identity or background?

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		Other (please specify)	0.2%	3.7%	0.4%	0.2%	0.0%	0.2%	0.2%	0.2%
Yes, I have discussed it with others	9.3%	20.6%	12.8%	11.6%	11.6%	7.8%	9.1%	11.9%	20.5%	5.9%
Yes, I have thought about it	13.7%	14.6%	18.7%	15.1%	17.1%	12.0%	13.4%	16.7%	23.5%	14.4%
No, I have not thought about it nor discussed it with others	70.1%	55.4%	56.9%	69.0%	64.5%	73.3%	71.0%	64.6%	55.9%	57.8%
No, this does not apply to me	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
No Response	6.7%	5.7%	11.2%	4.1%	6.7%	6.7%	6.4%	6.6%	0.0%	21.0%

SURVEY QUESTION 17

Please fill in the blank: Inclusion training makes our company _____

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		Much weaker	4.7%	18.6%	2.6%	2.5%	9.9%	3.7%	4.8%	6.3%
Weaker	6.6%	7.6%	9.2%	3.3%	9.7%	6.2%	6.5%	7.4%	13.4%	5.6%
No different	31.7%	14.8%	23.7%	44.0%	22.4%	32.8%	32.2%	29.7%	25.7%	22.0%
Stronger	33.7%	26.6%	37.3%	21.5%	35.9%	35.1%	33.5%	31.2%	42.4%	32.7%
Much stronger	16.6%	26.7%	16.0%	24.6%	15.4%	15.4%	16.7%	18.7%	17.1%	15.1%
No Response	6.7%	5.7%	11.2%	4.1%	6.7%	6.7%	6.4%	6.6%	0.0%	21.0%

ASIAN AMERICANS — 12 Questions Internal Studies Don't Answer

SURVEY QUESTION 18

If you could put a price tag on how much racial issues are costing your company, what would you estimate it to be?

	Overall	Race						Gender Asian Only		
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		Not at all	45.9%	51.9%	33.1%	33.8%	48.9%	48.6%	46.8%	41.1%
1-5% of revenue	26.5%	20.1%	27.1%	28.7%	23.3%	27.0%	26.5%	25.7%	29.7%	24.8%
5-10% of revenue	16.3%	18.9%	23.4%	21.3%	14.9%	15.0%	15.8%	18.5%	25.8%	21.3%
10% or more of revenue	4.6%	3.3%	5.2%	12.2%	6.3%	2.7%	4.6%	8.0%	6.3%	4.3%
No Response	6.7%	5.7%	11.2%	4.1%	6.7%	6.7%	6.4%	6.6%	0.0%	21.0%

SURVEY QUESTION 19

If you could improve the racial climate at work by 50%, how much would that be worth to you in terms of a pay increase?

	Overall	Race						Gender Asian Only		
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		Not at all	41.0%	41.8%	22.1%	22.8%	38.1%	47.1%	42.3%	30.3%
1-5% of revenue	23.3%	23.2%	29.4%	23.6%	20.4%	23.5%	22.9%	23.1%	33.4%	25.8%
5-10% of revenue	19.3%	21.8%	25.8%	23.7%	21.7%	17.2%	18.9%	23.1%	26.6%	25.1%
10% or more of revenue	9.7%	7.5%	11.5%	25.8%	13.0%	5.5%	9.5%	17.0%	15.3%	8.2%
No Response	6.7%	5.7%	11.2%	4.1%	6.7%	6.7%	6.4%	6.6%	0.0%	21.0%

ASIAN AMERICANS — 12 Questions Internal Studies Don't Answer

SURVEY QUESTION 20

Please fill in the blank: I am ____ percent more likely to work for or stay longer at a company that has effective inclusion policies and programs.

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		Not at all	28.2%	31.9%	10.8%	23.3%	26.1%	31.4%	29.4%	22.6%
1-10%	13.3%	14.1%	16.5%	8.0%	17.5%	12.9%	13.1%	14.1%	16.5%	16.6%
11 to 20%	13.4%	14.9%	23.3%	18.7%	16.8%	10.6%	12.8%	18.5%	37.3%	10.9%
20 to 50%	15.2%	11.3%	16.2%	12.2%	11.3%	16.7%	15.1%	12.5%	13.2%	18.9%
50% or more	23.1%	22.0%	22.0%	33.7%	21.5%	21.7%	23.2%	25.7%	22.5%	21.5%
No Response	6.7%	5.7%	11.2%	4.1%	6.7%	6.7%	6.4%	6.6%	0.0%	21.0%

SURVEY QUESTION 21

When company leaders use inclusive language (e.g., together, communities of color, “we” and “us,” huddle, gather, everybody, etc.), they increase productivity by the following amount.

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		Not at all	31.1%	41.2%	15.7%	19.8%	33.4%	34.1%	32.2%	25.9%
1-10%	16.8%	11.3%	22.1%	13.9%	11.4%	18.4%	16.5%	14.1%	24.5%	19.9%
11 to 20%	20.0%	14.7%	24.4%	19.1%	22.5%	19.1%	19.7%	21.6%	26.2%	22.9%
20 to 50%	12.2%	9.8%	12.4%	15.5%	10.5%	11.9%	12.1%	12.5%	15.7%	9.4%
50% or more	13.2%	17.3%	14.3%	27.7%	15.5%	9.7%	13.1%	19.4%	16.1%	12.7%
No Response	6.7%	5.7%	11.2%	4.1%	6.7%	6.7%	6.4%	6.6%	0.0%	21.0%

ASIAN AMERICANS — 12 Questions Internal Studies Don't Answer

SURVEY QUESTION 22

In your opinion, which of the following notable individuals should your employer recognize when forming their inclusion awareness and training programs?

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		None of the above	25.2%	21.9%	12.4%	27.3%	22.1%	26.8%	26.0%	22.2%
Cesar Chavez	22.7%	21.5%	27.4%	16.9%	46.0%	17.0%	22.4%	32.7%	37.0%	18.9%
Vincent Chin	8.9%	13.4%	17.8%	11.4%	5.2%	8.6%	8.3%	9.5%	22.0%	14.1%
George Floyd	21.5%	12.3%	30.4%	27.2%	16.4%	21.0%	20.9%	22.4%	38.5%	23.2%
Martin Luther King	54.5%	42.9%	54.8%	56.3%	57.6%	53.5%	54.5%	56.5%	65.2%	45.6%
Wilma Mankiller	10.1%	13.2%	10.3%	11.5%	6.0%	10.8%	10.0%	8.7%	11.1%	9.7%
Other (please specify)	4.4%	3.7%	2.3%	2.7%	3.6%	5.2%	4.6%	3.1%	1.1%	3.5%

SURVEY QUESTION 23

Which of the following notable events should your organization recognize when forming their inclusion awareness and training programs?

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		None of the above	40.0%	29.6%	25.2%	36.3%	33.3%	44.0%	41.0%	32.8%
Atlanta Spa Shootings	23.9%	12.5%	31.9%	21.4%	34.3%	20.9%	23.4%	29.3%	42.3%	22.6%
Japanese American Internment	26.6%	17.2%	35.9%	19.1%	28.4%	26.7%	26.0%	26.4%	50.5%	22.9%
Selma to Montgomery Marches	26.0%	26.9%	29.4%	34.3%	24.9%	24.5%	25.8%	28.8%	36.9%	22.7%
Wounded Knee	24.4%	35.6%	24.6%	25.8%	26.0%	23.6%	24.4%	25.8%	25.2%	24.1%
Zoot Suit Riots	15.3%	5.6%	13.9%	14.1%	19.8%	14.6%	15.4%	16.7%	14.4%	13.4%
Other (please specify)	3.6%	3.7%	0.8%	1.8%	2.7%	4.4%	3.8%	2.1%	1.1%	0.6%
None of the above	53.5%	31.4%	39.8%	37.7%	47.1%	59.7%	54.4%	42.5%	38.5%	40.9%

ASIAN AMERICANS — 12 Questions Internal Studies Don't Answer

SURVEY QUESTION 24

In your workplace, please indicate if experiences for the following groups have gotten **WORSE** compared to a year ago.

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		Asian Americans	9.6%	10.2%	25.8%	12.1%	10.9%	7.1%	8.5%	13.9%
Black People	16.4%	18.2%	13.6%	40.9%	11.0%	13.6%	16.6%	21.5%	15.6%	11.9%
Latinos or Hispanics	9.3%	13.0%	5.8%	7.1%	24.4%	6.0%	9.6%	15.2%	7.8%	3.9%
Native Americans	5.3%	23.4%	4.6%	5.0%	6.6%	5.0%	5.4%	6.0%	6.8%	2.7%
White people	11.0%	10.6%	11.7%	8.8%	7.2%	12.4%	11.0%	8.5%	14.1%	9.6%
LGBTQ+ people	7.3%	4.5%	12.5%	7.1%	7.5%	6.8%	7.0%	8.2%	19.9%	5.9%
Other (please specify)	1.1%	3.8%	0.7%	1.1%	1.8%	1.0%	1.2%	1.4%	0.0%	1.3%

SURVEY QUESTION 25

In your workplace, please indicate if experiences for the following groups have gotten **BETTER** compared to a year ago.

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		None of the above	45.4%	27.1%	30.7%	34.0%	38.6%	50.8%	46.3%	35.5%
Asian Americans	8.0%	9.8%	28.8%	4.7%	10.0%	6.1%	6.7%	11.4%	36.8%	21.7%
Black People	18.9%	14.4%	21.0%	31.5%	10.7%	18.6%	18.8%	19.5%	25.0%	17.5%
Latinos or Hispanics	14.0%	9.4%	10.2%	20.0%	25.2%	10.3%	14.3%	20.6%	13.1%	7.7%
Native Americans	4.9%	11.0%	5.3%	3.9%	3.5%	5.4%	4.9%	4.0%	7.1%	3.7%
White people	15.2%	26.9%	15.8%	14.3%	13.2%	15.7%	15.1%	14.2%	23.5%	9.0%
LGBTQ+ people	11.9%	8.5%	10.8%	12.6%	12.8%	11.7%	12.0%	12.3%	15.0%	7.0%
Other (please specify)	1.8%	5.3%	1.0%	0.6%	1.9%	2.0%	1.8%	1.3%	1.1%	0.9%

SURVEY QUESTION 26

In your company's diversity and inclusion leadership, which of the following groups do you consider to be UNDER-represented?

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		None of the above	37.3%	23.0%	25.1%	19.9%	35.6%	42.3%	38.1%	28.4%
Asian Americans	18.4%	5.1%	38.4%	14.8%	13.4%	18.5%	17.0%	18.0%	41.0%	36.1%
Black People	20.4%	9.9%	21.7%	44.4%	15.7%	17.1%	20.3%	26.2%	26.4%	17.5%
Latinos or Hispanics	17.8%	12.7%	20.0%	13.2%	23.3%	17.0%	17.6%	19.2%	23.5%	17.0%
Native Americans	20.4%	45.2%	21.7%	20.3%	12.6%	22.1%	20.3%	17.2%	30.0%	14.5%
White people	11.3%	6.1%	9.9%	7.2%	17.3%	10.7%	11.4%	12.5%	14.5%	5.9%
LGBTQ+ people	12.4%	8.9%	12.3%	11.7%	9.1%	13.4%	12.4%	10.5%	15.8%	9.2%
Other (please specify)	1.2%	5.4%	0.0%	0.4%	0.4%	1.6%	1.2%	0.4%	0.0%	0.0%

SURVEY QUESTION 27

In your company's diversity and inclusion programs, which of the following groups are under-represented as speakers and trainers?

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		None of the above	39.0%	22.8%	21.9%	19.6%	42.1%	43.6%	40.1%	30.8%
Asian Americans	16.9%	13.9%	36.6%	11.9%	11.5%	17.3%	15.6%	16.0%	34.1%	38.8%
Black People	20.9%	5.1%	18.3%	44.2%	12.0%	19.4%	21.1%	23.7%	21.8%	15.3%
Latinos or Hispanics	22.9%	13.1%	21.4%	26.7%	33.4%	19.6%	23.0%	28.8%	23.3%	19.7%
Native Americans	22.9%	38.7%	24.2%	25.2%	17.9%	23.5%	22.8%	21.7%	36.0%	13.8%
White people	7.4%	8.1%	11.8%	8.5%	3.9%	7.8%	7.1%	6.8%	20.1%	4.4%
LGBTQ+ people	14.4%	19.6%	11.4%	11.4%	8.5%	16.7%	14.5%	10.1%	12.4%	10.6%
Other (please specify)	0.7%	3.8%	0.0%	0.1%	0.2%	0.9%	0.7%	0.2%	0.0%	0.0%

SURVEY QUESTION 28

Based on your knowledge and perceptions, which American organizations and companies are DOING WELL with diversity and inclusion issues? (NAME UP TO 3)

Organization	Frequency
Amazon	134
Google	121
Walmart	87
Apple	85
Microsoft	55
Target	55
Facebook/Meta	33
McDonald's	20
Starbucks	19
Nike	18

SURVEY QUESTION 29

Based on your knowledge and perceptions, which American organizations and companies are NOT DOING WELL with diversity and inclusion issues? (NAME UP TO 3)

Organization	Frequency
Amazon	71
Google	51
Walmart	47
Apple	36
Microsoft	32
Target	28
Facebook/Meta	23
McDonald's	22
Starbucks	21
Nike	19

SURVEY QUESTION 30

In your view, which leaders and influential figures (in politics, business, entertainment ect.) are doing well with diversity and inclusion issues? (NAME UP TO 3)

	Frequency
Figures	
Joe Biden/President Biden	151
Barack Obama	65
Donald Trump	56
Kamala Harris	48
Alexandria Ocasio Cortez/AOC	17
Oprah Winfrey	16
Elon Musk	15
Bill Gates	12
Michelle Obama	11
Jeff Bezos	10
Stacey Abrams	10

ASIAN AMERICANS — 12 Questions Internal Studies Don't Answer

SURVEY QUESTION 31

Please indicate the extent to which you agree or disagree with the following statements.

31A. In the workplace context, Asian Americans: Tend to be friendly.

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		Strongly Agree	18.1%	28.9%	22.8%	10.9%	21.6%	18.0%	17.8%	18.3%
Agree	36.0%	30.0%	36.5%	37.6%	31.1%	37.0%	35.9%	34.2%	37.1%	35.9%
Disagree	6.0%	16.2%	8.4%	5.7%	7.4%	5.3%	5.8%	7.1%	14.0%	3.4%
Strongly Disagree	2.5%	3.4%	1.0%	4.4%	6.3%	1.3%	2.6%	4.7%	0.0%	1.8%
No Opinion	23.9%	8.3%	8.4%	23.3%	20.4%	26.7%	25.0%	19.1%	4.4%	12.0%

31B. In the workplace context, Asian Americans: Tend to be assertive.

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		Strongly Agree	11.8%	30.9%	10.6%	17.9%	20.0%	8.4%	11.9%	17.8%
Agree	26.0%	18.4%	27.8%	18.3%	20.7%	28.7%	25.8%	21.1%	36.5%	20.2%
Disagree	15.2%	18.9%	20.0%	15.5%	12.8%	15.3%	14.9%	15.0%	17.9%	21.8%
Strongly Disagree	6.1%	5.1%	8.4%	12.5%	5.2%	4.9%	5.9%	8.2%	12.5%	4.9%
No Opinion	29.5%	15.0%	14.5%	23.6%	29.6%	32.2%	30.5%	24.8%	12.6%	16.2%

ASIAN AMERICANS — 12 Questions Internal Studies Don't Answer

31C. In the workplace context, Asian Americans: Tend to be team players.

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		Strongly Agree	18.1%	30.2%	20.0%	13.4%	31.2%	15.9%	18.5%	23.3%
Agree	36.0%	35.0%	46.6%	32.2%	26.3%	38.4%	35.4%	31.9%	47.4%	46.0%
Disagree	6.0%	10.5%	5.6%	6.5%	6.7%	6.8%	6.8%	6.5%	10.5%	1.4%
Strongly Disagree	2.5%	1.8%	1.9%	6.9%	5.2%	2.4%	3.5%	5.2%	1.9%	1.9%
No Opinion	23.9%	12.4%	7.3%	25.9%	20.7%	25.6%	24.7%	20.0%	6.1%	8.4%

31D. the workplace context, Asian Americans: Tend to participate in communities other than their own.

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		Strongly Agree	13.0%	31.6%	14.6%	18.8%	14.3%	11.2%	12.9%	16.1%
Agree	29.5%	23.0%	39.3%	15.3%	24.8%	32.6%	28.9%	24.1%	48.3%	31.5%
Disagree	12.9%	21.0%	9.6%	19.9%	19.1%	10.1%	13.1%	17.8%	6.6%	12.2%
Strongly Disagree	4.0%	3.6%	5.8%	5.5%	4.4%	3.5%	3.9%	5.0%	10.0%	2.1%
No Opinion	29.1%	10.6%	12.3%	29.4%	23.9%	32.3%	30.3%	23.5%	7.6%	16.4%

31E. In the workplace context, Asian Americans: Tend not to discuss issues of race in the workplace.

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		Strongly Agree	14.7%	27.4%	13.4%	17.1%	22.2%	12.2%	14.8%	19.1%
Agree	26.2%	34.7%	30.3%	11.6%	26.7%	28.4%	25.9%	22.4%	35.7%	25.5%
Disagree	9.9%	5.8%	12.7%	11.6%	9.6%	9.4%	9.7%	10.7%	13.1%	12.3%
Strongly Disagree	3.9%	4.3%	7.0%	8.3%	2.8%	3.1%	3.7%	5.4%	8.4%	5.7%
No Opinion	30.2%	15.2%	14.4%	33.0%	22.3%	33.5%	31.3%	24.4%	16.8%	12.3%

ASIAN AMERICANS — 12 Questions Internal Studies Don't Answer

SURVEY QUESTION 32

Please indicate the extent to which you agree or disagree with the following statements.

32A. In the workplace context, Blacks: Tend to be friendly.

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		Strongly Agree	17.0%	30.8%	13.0%	21.3%	15.3%	16.9%	17.2%	17.1%
Agree	39.2%	41.5%	34.2%	38.3%	34.2%	41.2%	39.6%	35.7%	38.6%	30.4%
Disagree	6.5%	10.1%	10.5%	10.4%	8.1%	4.9%	6.2%	9.3%	11.3%	9.9%
Strongly Disagree	3.5%	2.8%	6.7%	2.9%	4.6%	3.0%	3.3%	4.4%	11.4%	2.5%
No Opinion	19.8%	2.7%	15.3%	11.4%	21.0%	21.6%	20.1%	16.5%	15.0%	15.7%

32B. In the workplace context, Blacks: Tend to be assertive.

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		Strongly Agree	12.5%	32.1%	10.4%	19.8%	16.8%	10.0%	12.7%	17.0%
Agree	36.3%	37.5%	34.6%	30.5%	40.3%	36.5%	36.4%	36.0%	36.0%	33.4%
Disagree	10.0%	6.1%	14.4%	15.1%	6.6%	9.6%	9.7%	10.8%	16.7%	12.4%
Strongly Disagree	4.7%	2.6%	4.8%	8.9%	2.7%	4.4%	4.7%	5.1%	8.7%	1.3%
No Opinion	24.9%	10.6%	17.6%	14.5%	20.9%	28.7%	25.3%	18.0%	15.4%	19.6%

ASIAN AMERICANS — 12 Questions Internal Studies Don't Answer

32C. In the workplace context, Blacks: Tend to be team players.

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		Strongly Agree	15.3%	29.7%	15.1%	20.8%	13.9%	14.6%	15.3%	16.6%
Agree	39.1%	42.9%	32.5%	37.6%	35.7%	40.9%	39.5%	35.9%	35.3%	30.1%
Disagree	8.4%	13.3%	12.3%	8.6%	10.2%	7.5%	8.2%	10.1%	16.8%	8.3%
Strongly Disagree	5.3%	1.1%	8.8%	7.3%	7.2%	4.0%	5.0%	7.4%	13.5%	4.6%
No Opinion	20.7%	3.3%	14.5%	11.6%	21.3%	22.9%	21.1%	16.6%	10.0%	18.5%

32D. In the workplace context, Blacks: Tend to participate in communities other than their own.

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		Strongly Agree	11.4%	28.2%	10.9%	17.4%	13.2%	9.7%	11.4%	14.4%
Agree	32.3%	41.4%	28.4%	35.7%	30.3%	32.5%	32.5%	32.0%	38.0%	20.0%
Disagree	13.0%	10.1%	17.8%	14.5%	16.0%	11.5%	12.7%	15.7%	20.1%	15.7%
Strongly Disagree	5.2%	5.4%	8.1%	5.5%	6.3%	4.5%	5.0%	6.3%	10.4%	6.1%
No Opinion	26.7%	6.3%	16.7%	15.6%	22.7%	31.0%	27.3%	19.0%	11.6%	21.3%

32E. In the workplace context, Blacks: Tend not to discuss issues of race in the workplace.

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		Strongly Agree	9.6%	25.9%	6.4%	14.2%	14.5%	7.6%	9.9%	13.2%
Agree	21.6%	31.1%	29.1%	16.6%	25.2%	20.8%	21.2%	23.1%	42.8%	16.9%
Disagree	17.0%	5.7%	12.6%	14.6%	10.3%	19.8%	17.3%	12.1%	8.5%	16.3%
Strongly Disagree	9.4%	10.3%	10.4%	14.3%	10.7%	8.1%	9.4%	11.8%	9.5%	11.1%
No Opinion	24.9%	15.3%	18.2%	14.4%	17.1%	29.8%	25.4%	16.3%	17.0%	19.2%

SURVEY QUESTION 33

Please indicate the extent to which you agree or disagree with the following statements.

33A. In the workplace context, Hispanics: Tend to be friendly.

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		Strongly Agree	20.7%	27.6%	14.0%	22.5%	23.2%	20.2%	21.1%	21.4%
Agree	34.3%	40.8%	41.7%	27.8%	39.4%	33.4%	33.8%	35.9%	49.2%	35.0%
Disagree	8.2%	5.5%	8.0%	14.4%	2.4%	8.6%	8.2%	7.4%	9.4%	6.8%
Strongly Disagree	4.1%	3.4%	1.9%	2.7%	4.2%	4.6%	4.2%	3.3%	3.1%	0.8%
No Opinion	18.9%	10.1%	13.6%	15.5%	16.6%	20.7%	19.2%	15.6%	11.2%	15.7%

33B. In the workplace context, Hispanics: Tend to be assertive.

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		Strongly Agree	11.9%	26.7%	10.1%	14.7%	19.4%	9.4%	12.0%	16.3%
Agree	29.4%	35.5%	29.7%	31.8%	38.7%	26.4%	29.4%	34.8%	35.3%	24.8%
Disagree	13.9%	8.5%	13.7%	9.3%	8.6%	16.3%	13.9%	9.7%	15.9%	11.8%
Strongly Disagree	5.8%	3.3%	5.3%	11.4%	2.7%	5.7%	5.9%	6.1%	8.2%	2.6%
No Opinion	27.6%	18.2%	19.7%	23.0%	18.1%	31.9%	28.1%	20.0%	15.4%	23.5%

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33C. In the workplace context, Hispanics: Tend to be team players.

	Overall	Race						Gender Asian Only		
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		Strongly Agree	17.2%	29.1%	15.9%	20.0%	22.1%	15.4%	17.3%	20.4%
Agree	37.5%	42.1%	39.6%	39.5%	37.4%	36.9%	37.4%	38.5%	45.7%	34.1%
Disagree	6.3%	5.5%	9.5%	5.8%	5.6%	6.2%	6.1%	6.3%	13.9%	5.6%
Strongly Disagree	3.7%	2.8%	3.8%	4.7%	2.3%	3.8%	3.7%	3.4%	4.9%	2.8%
No Opinion	23.5%	10.1%	13.6%	16.1%	19.6%	27.0%	24.2%	17.3%	12.3%	14.8%

33D. In the workplace context, Hispanics: Tend to participate in communities other than their own.

	Overall	Race						Gender Asian Only		
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		Strongly Agree	12.9%	26.3%	12.4%	11.0%	24.7%	10.0%	12.9%	18.0%
Agree	34.0%	29.6%	35.4%	21.3%	34.7%	36.1%	33.9%	30.3%	41.6%	29.9%
Disagree	11.3%	14.5%	13.5%	20.9%	5.4%	10.9%	11.2%	12.1%	11.2%	15.5%
Strongly Disagree	4.8%	4.7%	4.8%	11.4%	2.6%	4.1%	4.8%	5.9%	7.7%	2.1%
No Opinion	25.2%	11.9%	15.5%	21.0%	20.5%	28.3%	25.8%	19.6%	10.7%	19.7%

33E. In the workplace context, Hispanics: Tend not to discuss issues of race in the workplace.

	Overall	Race						Gender Asian Only		
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		Strongly Agree	11.5%	22.5%	5.3%	15.3%	16.8%	9.8%	11.9%	14.4%
Agree	26.3%	39.3%	26.5%	24.8%	28.7%	25.8%	26.3%	27.2%	31.6%	21.9%
Disagree	13.0%	5.9%	14.1%	15.9%	9.0%	13.5%	13.0%	12.2%	18.0%	10.7%
Strongly Disagree	6.4%	3.6%	7.8%	9.5%	8.9%	5.1%	6.4%	8.8%	9.7%	6.1%
No Opinion	27.8%	16.1%	23.8%	18.6%	18.3%	32.6%	28.0%	19.3%	21.4%	25.9%

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SURVEY QUESTION 34

Please indicate the extent to which you agree or disagree with the following statements.

34A. In the workplace context, Whites: Tend to be friendly.

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		Strongly Agree	13.1%	25.6%	9.0%	9.3%	12.0%	14.3%	13.3%	10.8%
Agree	38.5%	33.8%	46.7%	32.2%	36.4%	39.6%	38.0%	36.7%	55.8%	38.6%
Disagree	10.6%	19.7%	7.5%	9.9%	12.2%	10.5%	10.8%	10.7%	7.7%	7.3%
Strongly Disagree	5.5%	5.6%	2.3%	8.8%	5.7%	5.2%	5.7%	6.2%	4.5%	0.5%
No Opinion	18.6%	3.1%	13.3%	23.2%	15.9%	19.0%	18.9%	17.7%	10.2%	16.0%

34B. In the workplace context, Whites: Tend to be assertive.

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		Strongly Agree	18.0%	48.2%	16.7%	18.7%	20.4%	17.1%	18.1%	19.6%
Agree	35.9%	27.2%	36.4%	32.9%	28.9%	38.4%	35.8%	31.5%	43.0%	30.6%
Disagree	8.9%	3.1%	8.0%	7.5%	13.4%	8.1%	9.0%	10.3%	7.6%	8.4%
Strongly Disagree	4.0%	1.7%	5.8%	8.8%	3.9%	2.9%	3.9%	5.8%	9.0%	3.0%
No Opinion	20.6%	10.3%	14.8%	17.5%	18.4%	22.4%	21.0%	17.4%	13.3%	16.1%

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34C. In the workplace context, Whites: Tend to be team players.

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		Strongly Agree	13.7%	26.3%	12.3%	11.5%	15.0%	13.8%	13.8%	13.6%
Agree	38.0%	36.0%	38.8%	29.8%	32.5%	41.0%	38.0%	32.7%	43.8%	34.4%
Disagree	10.8%	17.6%	12.6%	17.6%	8.7%	9.9%	10.7%	12.5%	12.7%	12.6%
Strongly Disagree	4.4%	5.4%	6.1%	13.2%	6.2%	2.1%	4.3%	8.5%	10.3%	2.4%
No Opinion	21.3%	2.6%	14.6%	15.6%	21.9%	23.1%	21.8%	18.2%	14.2%	15.0%

34D. In the workplace context, Whites: Tend to participate in communities other than their own.

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		Strongly Agree	12.2%	23.8%	10.8%	16.1%	15.7%	10.6%	12.3%	15.1%
Agree	30.5%	36.1%	36.3%	22.2%	29.2%	31.7%	30.1%	28.2%	38.5%	34.5%
Disagree	15.0%	19.4%	15.0%	13.5%	12.1%	16.0%	15.0%	13.2%	14.4%	15.5%
Strongly Disagree	9.0%	7.0%	7.5%	21.3%	8.5%	7.0%	9.1%	12.6%	14.3%	1.6%
No Opinion	22.3%	3.0%	11.4%	16.9%	23.0%	24.3%	23.0%	18.7%	8.4%	14.1%

34E. In the workplace context, Whites: Tend not to discuss issues of race in the workplace.

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		Strongly Agree	14.7%	24.8%	12.7%	17.4%	21.2%	12.5%	14.8%	18.5%
Agree	26.4%	16.6%	29.9%	13.9%	19.3%	30.4%	26.1%	19.3%	30.2%	29.7%
Disagree	13.0%	23.4%	13.5%	11.1%	14.9%	12.7%	13.0%	13.5%	18.4%	9.3%
Strongly Disagree	8.2%	5.6%	7.6%	21.1%	6.3%	6.4%	8.2%	11.5%	8.8%	6.6%
No Opinion	22.6%	18.1%	14.3%	18.0%	19.6%	25.1%	23.1%	18.1%	15.8%	13.0%

ASIAN AMERICANS — 12 Questions Internal Studies Don't Answer

SURVEY QUESTION 35

Please indicate the extent to which you agree or disagree with the following statements.

35A. In the workplace context, LGBTQ: Tend to be friendly.

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		Strongly Agree	19.9%	26.2%	19.1%	16.0%	23.2%	19.8%	20.0%	20.1%
Agree	36.9%	39.2%	30.7%	34.0%	37.6%	37.8%	37.2%	35.2%	32.6%	29.0%
Disagree	6.2%	5.6%	8.0%	13.2%	5.7%	4.8%	6.1%	8.6%	8.2%	7.8%
Strongly Disagree	3.2%	2.4%	6.5%	4.2%	2.6%	2.9%	3.0%	3.8%	11.1%	2.5%
No Opinion	20.0%	14.6%	14.4%	16.7%	19.6%	21.4%	20.4%	17.7%	10.5%	17.8%

35B. In the workplace context, LGBTQ: Tend to be assertive.

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		Strongly Agree	14.1%	23.7%	11.8%	20.4%	24.6%	10.2%	14.2%	21.0%
Agree	29.2%	25.0%	34.7%	30.4%	24.6%	29.7%	28.8%	28.3%	40.2%	29.8%
Disagree	10.8%	16.6%	11.4%	12.7%	7.2%	11.3%	10.7%	9.9%	12.3%	10.5%
Strongly Disagree	5.7%	0.2%	4.8%	3.1%	2.3%	7.2%	5.7%	3.0%	6.4%	3.4%
No Opinion	29.6%	25.0%	20.5%	25.8%	29.4%	31.3%	30.2%	26.6%	16.7%	23.8%

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35C. In the workplace context, LGBTQ: Tend to be team players.

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		Strongly Agree	15.4%	23.4%	14.5%	14.3%	20.6%	14.2%	15.5%	17.5%
Agree	34.5%	36.4%	32.4%	36.9%	32.2%	34.9%	34.7%	33.9%	40.1%	25.6%
Disagree	8.9%	7.1%	10.0%	8.0%	8.1%	9.1%	8.8%	8.4%	13.6%	6.8%
Strongly Disagree	6.5%	2.7%	3.3%	9.3%	3.6%	7.1%	6.7%	5.4%	4.3%	2.4%
No Opinion	23.1%	20.4%	19.2%	17.6%	23.9%	24.3%	23.4%	20.9%	15.4%	22.6%

35D. In the workplace context, LGBTQ: Tend to participate in communities other than their own.

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		Strongly Agree	14.0%	25.3%	12.2%	17.0%	20.3%	11.8%	14.1%	17.9%
Agree	32.0%	42.0%	32.7%	25.8%	29.1%	33.8%	31.9%	28.8%	42.1%	24.4%
Disagree	10.7%	3.5%	10.0%	5.6%	11.7%	11.5%	10.7%	9.3%	4.8%	14.6%
Strongly Disagree	5.6%	1.1%	5.0%	16.9%	5.6%	3.6%	5.6%	9.2%	9.0%	1.6%
No Opinion	25.2%	17.8%	18.9%	17.3%	21.2%	28.5%	25.6%	19.4%	12.4%	24.6%

35E. In the workplace context, LGBTQ: Tend not to discuss issues of race in the workplace.

	Overall	Race							Gender Asian Only	
		American Indian	AAPI	Black American	Hispanic	White	Non-AAPI	CoC's	M	F
		Strongly Agree	9.1%	21.8%	6.7%	16.9%	17.4%	5.5%	9.2%	15.5%
Agree	23.8%	34.8%	26.3%	16.9%	22.4%	25.1%	23.6%	21.4%	35.1%	18.5%
Disagree	15.9%	4.7%	13.5%	23.6%	15.8%	14.7%	16.0%	17.9%	20.6%	7.3%
Strongly Disagree	7.5%	4.6%	4.7%	3.9%	6.9%	8.6%	7.6%	5.5%	4.0%	5.4%
No Opinion	28.9%	21.0%	25.1%	20.7%	22.7%	32.5%	29.1%	22.4%	21.3%	28.6%